

# Budget book 2021-22

**Budget book  
2021-22**



ASHFORD  
BOROUGH COUNCIL



# ASHFORD BOROUGH COUNCIL

## BUDGET BOOK 2021/22

### CONTENTS

	Page No.
BUDGET INTRODUCTION	3
COUNCIL TAX STATISTICS	4
PARISH EXPENDITURE	7
NNDR STATISTICS	8
GENERAL FUND	
General Fund Summary	16
Subjective Analysis	17
Analysis of Estimated Reserves	18
SERVICE BUDGETS AND PLANS	
Ashford Port Health	19
Community Safety & Wellbeing	20
Corporate Policy, Economic Development & Communications	25
Corporate Property & Projects	30
Culture	35
Environment & Land Management	43
Finance & IT	48
Housing Services	63
HR & Customer Services	70
Legal & Democracy	74
Planning & Development	80
CAPITAL CHARGES & NET INTEREST	88
HOUSING REVENUE ACCOUNT	89
CAPITAL PROGRAMME	96
FEES AND CHARGES	98

# **ASHFORD BOROUGH COUNCIL**

## **BUDGET 2021/22**

### **Introduction**

This Budget Book shows the Council's revenue estimates for 2021/22, the Capital Programme 2020/21 to 2023/24 and the Fees and Charges effective from 1 April 2021.

The 2021/22 budget has been built against the backdrop of economic uncertainty due to the Covid-19 pandemic, and continued uncertainty over long term Government Funding as the Governments fair funding and spending review has been deferred to 2022/23.

This budget supports the Council's Recovery Plan which was approved in July 2020 for 18 months to enable services to be prioritised that contribute to building back a stronger community and support the local economy recover from the Covid-19 pandemic.

The budget incorporates new requirements placed on Ashford as a result of leaving the European Union and the need to act as a Port Health Authority within the Sevington Border Control Post, which is a significant addition to the organisation although the function is run on a cost recovery basis.

In relation to funding, the Government has provided a further one year settlement only as Covid-19 has delayed the fair funding review which provides Councils with a multi-year settlements. Without a multi-year settlement, and the planned abolishment of the New Homes Bonus scheme which is a key income source for the Council, there is uncertainty over funding beyond 2021/22.

The budget for the Housing Revenue Account has been set to support its 30 year business plan and its ambitious capital programme which will see it increasing the housing stock through new developments and on street acquisitions. This is reflected within the Capital Programme section of this publication.

This budget book also includes the NNDR1 form which is the estimate for business rate income for the coming year.

## COUNCIL TAX STATISTICS

2020/21		2021/22	
No	COUNCIL TAX	No	
47,300	Tax Base	45,173	
£	Band D Rates:	£	% Increase
167.50	Ashford Borough Council	172.50	2.99%
1,351.26	Kent County Council	1,418.76	5.00%
203.15	Kent Police Authority	218.15	7.38%
79.29	Kent and Medway Fire Authority	80.82	1.93%
<b>1,801.20</b>		<b>1,890.23</b>	<b>4.94%</b>
PRECEPTS			
7,922,750	Ashford Borough Council	7,792,350	
63,914,598	Kent County Council	64,089,645	
9,608,995	Kent Police Authority	9,854,490	
3,750,417	Kent and Medway Fire Authority	3,650,882	
2,233,826	Parish Councils	2,282,764	
<b>87,430,586</b>		<b>87,670,131</b>	

### COMPARISON WITH PREVIOUS YEARS

The table gives the make up of the Council Tax for Band D properties for previous years.

	Ashford BC	Kent CC	Kent Police	Kent Fire	TOTAL
2021/22	172.50	1418.76	218.15	80.82	1,890.23
2020/21	167.50	1,351.26	203.15	79.29	1,801.20
2019/20	162.50	1,299.42	193.15	77.76	1,732.83
2018/19	157.50	1,237.68	169.15	75.51	1,639.84
2017/18	154.00	1,178.82	157.15	73.35	1,563.32
2016/17	150.00	1,133.55	152.15	72.00	1,507.70
2015/16	145.45	1,089.99	147.15	70.65	1,453.24
2014/15	145.45	1,068.66	144.28	69.30	1,427.69
2013/14	145.45	1,047.78	141.47	67.95	1,402.65
2012/13	140.67	1,047.78	138.68	67.95	1,395.08

### PARISH PRECEPTS

Council taxpayers living in parished areas pay additional amounts to provide for the precepts levied by their parish/town council. Expressed as Band D these amounts range from £2.25 (Crundale) to £168.81 (Tenterden). The total of all Parish Precepts is £2,282,764, an increase of 2.19% over 2020/21.

**CALCULATION OF THE BUDGET REQUIREMENT  
AND COUNCIL TAX AT BAND D**

	£	£
Gross Expenditure - General Fund	69,296,410	
Gross Expenditure - HRA	32,948,920	
Parish Precepts	<u>2,282,764</u>	
		104,528,094
Less Gross Income	(87,504,890)	
		(87,504,890)
<b>NET EXPENDITURE</b>		<b>17,023,204</b>
Government Grant	(946,480)	
New Homes Bonus	(1,908,220)	
Retained Business Rates and S31 Grants	<u>(4,093,390)</u>	
		(6,948,090)
<b>BUDGET REQUIREMENT</b>		<b>10,075,114</b>
Less Parish Precepts		(2,282,764)
<b>Council Tax Requirement</b>		<b><u>7,792,350</u></b>
Council Tax Base		45,173
Band 'D' Council Tax		172.50
Average including Parishes		223.03

## CALCULATION OF COUNCIL TAX FOR DIFFERENT VALUATIONS BANDS

<b>VALUATION BAND</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>
1. The Multipliers specified in Section 5(1) of the Local Government Finance Act 1992, to apply Basic Tax	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9
2. ABC Council Tax at £172.50 Band D multiplied by item 1 above to give the Council Tax for the year in respect of valuation band	115.00	134.17	153.33	172.50	210.83	249.17	287.50	345.00
3. Precepts issued to the Council								
1. Kent County Council	945.84	1103.48	1261.12	1418.76	1734.04	2049.32	2364.60	2837.52
2. Kent Police Authority	145.43	169.67	193.91	218.15	266.63	315.11	363.58	436.30
3. Kent and Medway Fire Rescue Authority (provisional figure).	53.88	62.86	71.84	80.82	98.78	116.74	134.70	161.64
4. The total of items 2 and 3 above, which is the full Council Tax before Parish precepts for 2021/22	1260.15	1470.18	1680.20	1890.23	2310.28	2730.34	3150.38	3780.46

PARISH EXPENDITURE AND PRECEPTS 2021/22									
Local tax base 2021/22	Parish	Precept 2020/2021 Charged to Taxpayers	2020/2021 Local Tax at Band D	Precept 2021/22		Percentage Change in Precept	Local tax (at Band D)	Percentage change at Band D	Total paid to Parish 2021/2022
				Charged to taxpayers	Total Precept charged to Taxpayers				
		£	£	£	£		£		£
621	Aldington & Bonnington	35,975	56.68	38,855.00	38,855.00	8%	62.57	10%	38,855
337	Appledore	26,000	74.22	26,000.00	26,000.00	0%	77.15	4%	26,000
713	Bethersden	48,800	67.61	39,000.00	39,000.00	-20%	54.70	-19%	39,000
1,100	Biddenden	54,417	47.95	55,505.34	55,505.34	2%	50.46	5%	55,505
148	Bilsington	4,790	32.40	6,348.00	6,348.00	33%	42.89	32%	6,348
1,046	Boughton Aluph and Eastwell	26,280	24.77	26,280.00	26,280.00	0%	25.12	1%	26,280
594	Brabourne	40,000	66.52	40,000.00	40,000.00	0%	67.34	1%	40,000
153	Brook	9,800	62.70	11,500.00	11,500.00	17%	75.16	20%	11,500
491	Challock	19,795	39.52	21,000.00	21,000.00	6%	42.77	8%	21,000
1,283	Charing	119,516	87.64	155,371.00	155,371.00	30%	121.10	38%	155,371
731	Chilham	31,891	42.49	38,113.33	38,113.33	20%	52.14	23%	38,113
89	Crundale (PM)	800	8.76	200.00	200.00	-75%	2.25	-74%	200
509	Egerton	18,997	36.87	24,294.00	24,294.00	28%	47.73	29%	24,294
167	Godmersham	5,690	32.62	6,358.00	6,358.00	12%	38.07	17%	6,358
2,437	Great Chart with Singleton	260,239	107.19	265,938.00	265,938.00	2%	109.13	2%	265,938
109	Hastingleigh	3,800	33.20	3,800.00	3,800.00	0%	34.86	5%	3,800
755	High Halden	33,054	43.30	33,054.00	33,054.00	0%	43.78	1%	33,054
253	Hothfield	9,500	34.76	13,000.00	13,000.00	37%	51.38	48%	13,000
108	Kenardington	6,200	55.27	6,200.00	6,200.00	0%	57.41	4%	6,200
3,531	Kennington	100,000	25.44	100,000.00	100,000.00	0%	28.32	11%	100,000
4,285	Kingsnorth	251,990	56.76	243,302.30	243,302.30	-3%	56.78	0%	243,302
138	Little Chart	6,222	46.41	6,222.00	6,222.00	0%	45.09	-3%	6,222
588	Mersham	25,724	47.43	26,500.00	26,500.00	3%	45.07	-5%	26,500
106	Molash	4,000	36.72	4,250.00	4,250.00	6%	40.09	9%	4,250
100	Newenden	5,124	50.01	5,124.00	5,124.00	0%	51.24	2%	5,124
589	Orlestone	20,249	32.62	20,272.00	20,272.00	0%	34.42	6%	20,272
464	Pluckley	47,595	100.43	47,595.00	47,595.00	0%	102.58	2%	47,595
689	Rolvenden	42,180	60.44	30,486.00	30,486.00	-28%	44.25	-27%	30,486
342	Ruckinge	10,500	30.02	10,500.00	10,500.00	0%	30.70	2%	10,500
579	Sevington	12,248	19.36	15,000.00	15,000.00	22%	25.91	n/a	15,000
558	Shadoxhurst	19,500	35.70	19,500.00	19,500.00	0%	34.95	-2%	19,500
627	Smarden	31,075	47.13	32,695.96	32,695.96	5%	52.15	11%	32,696
354	Smeeth	23,738	65.22	23,738.00	23,738.00	0%	67.06	3%	23,738
1,187	South Willesborough & Newton	45,165	30.87	42,945.00	42,945.00	-5%	36.18	17%	42,945
752	Stanhope	15,799	19.85	17,800.00	17,800.00	13%	23.67	19%	17,800
206	Stone	5,500	26.85	5,500.00	5,500.00	0%	26.70	-1%	5,500
3,577	Tenterden (TC)	603,839	165.61	603,839.00	603,839.00	0%	168.81	2%	603,839
150	Warehorne	5,000	32.75	5,000.00	5,000.00	0%	33.33	2%	5,000
493	Westwell	24,780	48.77	25,895.00	25,895.00	4%	52.53	8%	25,895
530	Wittersham	32,500	60.21	33,150.00	33,150.00	2%	62.55	4%	33,150
821	Woodchurch	25,420	30.10	25,420.00	25,420.00	0%	30.96	3%	25,420
1,009	Wye with Hinxhill	120,134	114.59	127,213.00	127,213.00	6%	126.08	10%	127,213
33,319		2,233,826	2,138	2,282,764	2,282,764				2,282,764

**NON- DOMESTIC RATES STATISTICS**

<b>NON- DOMESTIC RATES STATISTICS</b>		
<b>2020/21</b>		<b>2021/22</b>
49.9	Rate in the pound : Rateable Value below £51,000	49.9
51.2	Rateable Value £51,000 and above	51.2
£132,672,748	Rateable Value	£133,444,567
5,021	Number of rateable premises (per NNDR 1 Return)	5,142
£54,819,236	Net Yield	£54,974,314
Businesses with properties whose total RV is less than £51,000 may apply for Small Business Rate Relief, which reduces the poundage they pay for their properties from 51.2p to 49.9p		



**NATIONAL NON-DOMESTIC RATES RETURN - NNDR1**  
2021-22

**PART 1A: NON-DOMESTIC RATING INCOME**

**COLLECTIBLE RATES**

£

1. Net amount receivable from rate payers after taking account of transitional adjustments, empty property rate, mandatory and discretionary reliefs and accounting adjustments **52,690,314**

**TRANSITIONAL PROTECTION PAYMENTS**

2. Sums due to the authority **62,473**

3. Sums due from the authority **0**

**COST OF COLLECTION (See Note A)**

4. Cost of collection formula **195,787**

5. Legal costs **0**

6. Allowance for cost of collection **195,787**

**SPECIAL AUTHORITY DEDUCTIONS**

7. City of London Offset : Not applicable for your authority **0**

**DISREGARDED AMOUNTS**

8. Amounts retained in respect of Designated Areas **0**

9. Amounts retained in respect of Renewable Energy Schemes (see Note B) **99,000**

of which:

9a. sums retained by billing authority **99,000**

9b. sums retained by major precepting authority **0**

10. Amounts retained in respect of Shale Oil and Gas Sites Schemes (see Note C) **0**

**NON-DOMESTIC RATING INCOME**

11. Line 1 plus line 2, minus lines 3, 6 - 9 and 10 **52,458,000**

**PART 1B: PAYMENTS**

**This page is for information only; please do not amend any of the figures**

The payments to be made, during the course of 2021-22 to:

- i) the Secretary of State in accordance with Regulation 4 of the Non-Domestic Rating (Rates Retention) Regulations 2013;
- ii) major precepting authorities in accordance with Regulations 5, 6 and 7; and to be
- iii) transferred by the billing authority from its Collection Fund to its General Fund,

are set out below

	Column 1 Central Government	Column 2 Ashford	Column 3 Kent County Council	Column 4 Kent Fire Authority	Column 5 Total
<b>Retained NNDR shares</b>	£	£	£	£	£
12. % of non-domestic rating income to be allocated to each authority in 2021-22	50%	40%	9%	1%	100%
<b>Non-Domestic Rating Income for 2021-22</b>					
13. Non-domestic rating income from rates retention scheme	26,229,000	20,983,200	4,721,220	524,580	52,458,000
14.(less) deductions from central share	0				0
15 <b>TOTAL:</b>	26,229,000	20,983,200	4,721,220	524,580	52,458,000
<b>Other Income for 2021-22</b>					
16. add: cost of collection allowance		195,787			195,787
17. add: amounts retained in respect of Designated Areas		0			0
18. add: amounts retained in respect of renewable energy schemes		99,000	0		99,000
19. add: amounts retained in respect of Shale oil and gas sites schemes		0	0	0	0
20. add: qualifying relief in Designated Areas		0	0	0	0
21. add: City of London Offset		0			0
22. add: in respect of Port of Bristol hereditament		0			0
<b>Estimated Surplus/Deficit on Collection Fund</b>	£	£	£	£	£
23. Surplus/Deficit at end of 2020-21 (including adjustment for three year spread)	-14,655,141	-11,724,113	-2,637,925	-293,103	-29,310,282
<b>TOTAL FOR THE YEAR</b>	£	£	£	£	£
24. Total amount due to authorities	11,573,859	9,553,874	2,083,295	231,477	23,442,505

**NATIONAL NON-DOMESTIC RATES RETURN - NNDR1**  
2021-22

**PART 1C: SECTION 31 GRANT (See Note D)**

**This page is for information only; please do not amend any of the figures**

*Estimated sums due from Government via Section 31 grant, to compensate authorities for the cost of changes to the business rates system announced in the 2013 to 2016 Autumn Statements, 2020 spending review, and 2017 (March and November), 2018 (October) Budgets*

	Column 2 Ashford	Column 3 Kent County Council	Column 4 Kent Fire Authority	Column 5 Total
<b>Multiplier Cap</b>	£	£	£	£
25. Cost of cap on 2014-15, 2015-16 and post-2018-19 and freezing of 2021-22 small business rates multipliers	1,098,471	245,995	27,333	1,371,799
<b>Small Business Rate Relief</b>				
26. Cost of doubling SBRR & threshold changes for 2021-22	1,537,339	345,901	38,433	1,921,673
26a. Additional compensation for loss of supplementary multiplier income	81,324	18,298	2,033	101,655
27. Cost to authorities of maintaining relief on "first" property	10,521	2,367	263	13,151
<b>Rural Rate Relief</b>				
28. Cost to authorities of providing 100% rural rate relief	6,660	1,498	166	8,324
<b>Supporting Small Businesses Relief</b>				
29. Cost to authorities of providing relief	8,816	1,984	220	11,020
<b>Designated Areas qualifying relief in 100% pilot areas</b>				
30. Cost to authorities of providing relief	0	0	0	0
<b>Telecoms Relief</b>				
31. Cost to authorities of providing relief	0	0	0	0
<b>Local newspaper relief</b>				
32. Cost to authorities of providing relief	0	0	0	0
<b>TOTAL FOR THE YEAR</b>	£	£	£	£
33. Amount of Section 31 grant due to authorities to compensate for reliefs	2,743,131	616,043	68,448	3,427,622

**NB** To determine the amount of S31 grant due to it, the authority will have to add / deduct from the amount shown in line 33, a sum to reflect the adjustment to tariffs / top-ups in respect of the multiplier cap (See notes for Line 33)

**NATIONAL NON-DOMESTIC RATES RETURN - NNDR1**  
**2021-22**

**PART 2: NET RATES PAYABLE**

	Column 1 BA Area (exc. Designated areas)	Column 2 Designated areas	Column 3 TOTAL (All BA Area)
<b>GROSS RATES PAYABLE</b> (All data should be entered as +ve unless specified otherwise) - see Note E	£		£
1. Rateable Value at <input type="text" value="04/01/2021"/>	<input type="text" value="133,444,567"/>	<input type="text"/>	<input type="text" value="133,444,567"/>
2. Small business rating multiplier for 2021-22 (pence) <input type="text" value="49.9"/>			
3. Gross rates 2021-22 (RV x multiplier)	<input type="text" value="66,588,839"/>	<input type="text"/>	<input type="text" value="66,588,839"/>
4. Estimated growth/decline in gross rates (+ = increase, - = decrease)	<input type="text"/>	<input type="text"/>	
5. Forecast gross rates payable in 2021-22	<input type="text" value="66,588,839"/>	<input type="text"/>	<input type="text" value="66,588,839"/>
<b>TRANSITIONAL ARRANGEMENTS (See Note F)</b>			
6. Revenue foregone because increases in rates have been deferred (Show as -ve)	<input type="text" value="-132,728"/>	<input type="text"/>	<input type="text" value="-132,728"/>
7. Additional income received because reductions in rates have been deferred (Show as +ve)	<input type="text" value="74,255"/>	<input type="text"/>	<input type="text" value="74,255"/>
8. Net cost of transitional arrangements	<input type="text" value="-58,473"/>	<input type="text"/>	<input type="text" value="-58,473"/>
9. Changes as a result of estimated growth / decline in cost of transitional arrangements (+ = decline, - = increase)	<input type="text" value="-4,000"/>	<input type="text"/>	<input type="text" value="-4,000"/>
10. Forecast net cost of transitional arrangements	<input type="text" value="-62,473"/>	<input type="text"/>	<input type="text" value="-62,473"/>
<b>TRANSITIONAL PROTECTION PAYMENTS (See Note F(a))</b>			
11. Sum due to/(from) authority	<input type="text" value="62,473"/>	<input type="text"/>	<input type="text" value="62,473"/>
<b>MANDATORY RELIEFS (See Note G) (All data should be entered as -ve unless specified otherwise)</b>			
<b>Small Business Rate Relief</b>			
12. Forecast of relief to be provided in 2021-22	<input type="text" value="-5,389,184"/>	<input type="text"/>	<input type="text" value="-5,389,184"/>
13. of which: relief on existing properties where a 2nd property is occupied	<input type="text" value="-25,000"/>	<input type="text"/>	<input type="text" value="-25,000"/>
14. Additional yield from the small business supplement (Show as +ve)	<input type="text" value="1,239,967"/>	<input type="text"/>	<input type="text" value="1,239,967"/>
15. Net cost of small business rate relief (line 12 + line 14)	<input type="text" value="-4,149,217"/>	<input type="text"/>	<input type="text" value="-4,149,217"/>
<b>Charitable occupation</b>			
16. Forecast of relief to be provided in 2021-22	<input type="text" value="-3,936,859"/>	<input type="text"/>	<input type="text" value="-3,936,859"/>
<b>Community Amateur Sports Clubs (CASCs)</b>			
17. Forecast of relief to be provided in 2021-22	<input type="text" value="-100,663"/>	<input type="text"/>	<input type="text" value="-100,663"/>
<b>Rural rate relief</b>			
18. Forecast of relief to be provided in 2021-22	<input type="text" value="-25,091"/>	<input type="text"/>	<input type="text" value="-25,091"/>
<b>Telecoms relief (see Note H)</b>			
19. Forecast of relief to be provided in 2021-22	<input type="text" value="0"/>	<input type="text"/>	<input type="text" value="0"/>

**NATIONAL NON-DOMESTIC RATES RETURN - NNDR1**  
**2021-22**

**PART 2: NET RATES PAYABLE**

	Column 1 BA Area (exc. Designated areas)	Column 2 Designated areas	Column 3 TOTAL (All BA Area)
20. Forecast of mandatory reliefs to be provided in 2021-22 (Sum of lines 15 to 19)	-8,211,830		
21. Changes as a result of estimated growth/decline in mandatory relief (+ = decline, - = increase)	-300,000		
<b>22. Total forecast mandatory reliefs to be provided in 2021-22</b>	<b>-8,511,830</b>		<b>-8,511,830</b>
<b>UNOCCUPIED PROPERTY (See Note J) (All data should be entered as -ve unless specified otherwise)</b>			
<b>Partially occupied hereditaments</b>			
23. Forecast of 'relief' to be provided in 2021-22	0		0
<b>Empty premises</b>			
24. Forecast of 'relief' to be provided in 2021-22	-1,579,704		-1,579,704
25. Forecast of unoccupied property 'relief' to be provided in 2021-22 (Line 23 + line 24)	-1,579,704		
26. Changes as a result of estimated growth/decline in unoccupied property 'relief' (+ = decline, - = increase)	-1,100,000		
<b>27. Total forecast unoccupied property 'relief' to be provided in 2021-22</b>	<b>-2,679,704</b>		<b>-2,679,704</b>
<b>DISCRETIONARY RELIEFS (See Note K) (All data should be entered as -ve unless specified otherwise)</b>			
<b>Charitable occupation</b>			
28. Forecast of relief to be provided in 2021-22	-111,010		-111,010
<b>Non-profit making bodies</b>			
29. Forecast of relief to be provided in 2021-22	-55,032		-55,032
<b>Community Amateur Sports Clubs (CASCs)</b>			
30. Forecast of relief to be provided in 2021-22	-13,876		-13,876
<b>Rural shops etc</b>			
31. Forecast of relief to be provided in 2021-22	0		0
<b>Small rural businesses</b>			
32. Forecast of relief to be provided in 2021-22	-48,091		-48,091
<b>Other ratepayers (refer to guidance for further details)</b>			
33. Forecast of relief to be provided in 2021-22	0		0
	<i>of which:</i>		
34. Relief given to Case A hereditaments			
35. Relief given to Case B hereditaments	0		

**NATIONAL NON-DOMESTIC RATES RETURN - NNDR1**  
**2021-22**

**PART 2: NET RATES PAYABLE**

	Column 1 BA Area (exc. Designated areas)	Column 2 Designated areas	Column 3 TOTAL (All BA Area)
36. Forecast of discretionary relief to be provided in 2021-22 (Sum of lines 28 to 33)	-228,009		
37. Changes as a result of estimated growth/decline in discretionary relief (+ = decline, - = increase)	-94,737		
<b>38. Total forecast discretionary relief to be provided in 2021-22</b>	<b>-322,746</b>		<b>-322,746</b>
<b>DISCRETIONARY RELIEFS FUNDED THROUGH SECTION 31 GRANT</b> (See Note L) (All data should be entered as -ve unless specified otherwise)			
<b>Rural Rate Relief</b>			
39. Forecast of relief to be provided in 2021-22	-15,824		-15,824
<b>Supporting Small Businesses Relief</b>			
40. Forecast of relief to be provided in 2021-22	-20,948		-20,948
<b>Local newspaper relief</b>			
41. Forecast of relief to be provided in 2021-22	0		0
42. Forecast of discretionary reliefs funded through S31 grant to be provided in 2021-22 (Sum of lines 39 to 41)	-36,772		
43. Changes as a result of estimated growth/decline in Section 31 discretionary relief (+ = decline, - = increase)	-1,000		
<b>44. Total forecast of discretionary reliefs funded through S31 grant to be provided in 2021-22</b>	<b>-37,772</b>		<b>-37,772</b>
<b>NET RATES PAYABLE</b>			
45. Forecast of net rates payable by rate payers after taking account of transitional adjustments, unoccupied property relief, mandatory and discretionary reliefs	£ 54,974,314		£ 54,974,314

**NATIONAL NON-DOMESTIC RATES RETURN - NNDR1**  
**2021-22**

**PART 3: COLLECTABLE RATES AND DISREGARDED AMOUNTS**

	Column 1 BA Area (exc. Designated areas)	Column 2 Designated Areas	Column 3 TOTAL (All BA Area)
	£	£	£
<b>NET RATES PAYABLE</b>			
1. Sum payable by rate payers after taking account of transitional adjustments, empty property rate, mandatory and discretionary reliefs	54,974,314	0	54,974,314
<b>(LESS) LOSSES</b>			
2. Estimated bad debts in respect of 2021-22 rates payable	-800,000	0	-800,000
3. Estimated repayments in respect of 2021-22 rates payable	-1,484,000	0	-1,484,000
<b>COLLECTABLE RATES</b>			
4. Net Rates payable less losses	52,690,314	0	52,690,314
<b>DISREGARDED AMOUNTS</b>			
5. Renewable Energy	99,000	0	99,000
6. Shale oil and gas sites scheme (see Note C)	0	0	0
7. Transitional Protection Payment		0	
8. Baseline		0	
<b>DISREGARDED AMOUNTS</b>			
9. Total Disregarded Amounts		0	0
<b>DESIGNATED AREAS IN 100% BRR AUTHORITIES</b>			
10. Designated Areas Qualifying Relief: Not applicable	0	0	0
<b>DEDUCTIONS FROM CENTRAL SHARE</b>			
11. Designated Areas Qualifying Relief	0	0	0
<b>Port of Bristol</b>			
12. In respect of Port of Bristol: Not applicable	0		0
<b>DEDUCTIONS FROM CENTRAL SHARE</b>			
13. Total Deductions	0	0	0

**NATIONAL NON-DOMESTIC RATES RETURN - NDR1**  
**2021-22**

**PART 4: ESTIMATED COLLECTION FUND BALANCE**  
(Please refer to guidance notes for details about these cells.)

	£	£
<b>OPENING BALANCE</b>		
1. Opening Balance (From Collection Fund Statement)		-168,600
<b>BUSINESS RATES CREDITS AND CHARGES</b>		
2. Business rates credited and charged to the Collection Fund in 2020-21	26,822,308	
3. Sums written off in excess of the allowance for non-collection	0	
4. Changes to the allowance for non-collection	-1,165,573	
5. Amounts charged against the provision for alteration of lists and appeals following RV list changes	1,111,604	
6. Changes to the provision for alteration of lists and appeals	-2,922,054	
<b>7. Total business rates credits and charges (Total lines 2 to 6)</b>		23,846,285
<b>OTHER RATES RETENTION SCHEME CREDITS (enter as +ve)</b>		
8. Transitional protection payments received, or to be received in 2020-21	0	
9. Transfers/payments to the Collection Fund for end-year reconciliations	0	
10. Transfers/payments into the Collection Fund in 2020-21 in respect of a previous year's deficit	0	
<b>11. Total Other Credits (Total lines 8 to 10)</b>		0
<b>OTHER RATES RETENTION SCHEME CHARGES (enter as -ve)</b>		
12. Transitional protection payments made, or to be made, in 2020-21	-103,182	
13. Payments made, or to be made, to the Secretary of State in respect of the central share in 2020-21	-26,480,403	
14. Payments made, or to be made to, major precepting authorities in respect of business rates income in 2020-21	-5,296,081	
15. Transfers made, or to be made, to the billing authority's General Fund in respect of business rates income in 2020-21	-21,184,323	
16. Transfers made, or to be made, to the billing authority's General Fund; and payments made, or to be made, to a precepting authority in respect of disregarded amounts in 2020-21	-291,103	
17. Transfers/payments from the Collection Fund for end-year reconciliations	0	
18. Transfers/payments made from the Collection Fund in 2020-21 in respect of a previous year's surplus	-1,635,529	
<b>19. Total Other Charges (Total lines 12 to 18)</b>		-54,990,621
<b>20. Adjustment for 3 year spread (See Note M)</b>		2,002,654
<b>ESTIMATED SURPLUS/(DEFICIT) ON COLLECTION FUND IN RESPECT OF FINANCIAL YEAR 2020-21 - Surplus (positive), Deficit (Negative)</b>		
21. Opening balance plus total credits, less total charges, plus adjustment for three year spread (Total lines 1, 7, 11,19 & 20)		-29,310,282

REVENUE BUDGET				
SUMMARY				
Actuals 2019/20 £	Budget 2020/21 £	Projected Outturn 2021/22 £	Service	Budget 2021/22 £
0	0	0	Ashford Port Health	0
765,152	427,600	2,002,290	Community Safety and Wellbeing	711,520
1,409,723	1,367,810	1,391,710	Corporate Policy, Economic Development & Communications	1,173,200
(978,623)	(1,778,020)	(763,610)	Corporate Property & Projects	(1,275,200)
3,512,553	3,342,230	4,378,330	Culture	3,208,300
5,238,038	5,453,140	5,286,860	Environmental & Land Management	4,744,550
3,641,761	3,658,460	3,498,210	Finance & IT	3,269,790
1,792,111	860,250	1,227,230	Housing General Fund Services	914,200
76,808	197,340	112,430	HR & Customer Services	155,350
1,516,343	1,425,830	1,340,280	Legal & Democratic Services	1,233,590
1,839,412	2,174,920	2,955,450	Planning	2,168,090
<b>18,813,278</b>	<b>17,129,560</b>	<b>21,429,180</b>	<b>Service Expenditure</b>	<b>16,303,390</b>
(4,934,028)	(2,587,480)	(3,182,340)	Capital Charges & Net Interest	(2,187,810)
264,151	270,500	270,500	Levies	276,000
2,341,946	1,154,910	1,007,800	Contribution to/(from) Balances	348,860
<b>16,485,347</b>	<b>15,967,490</b>	<b>19,525,140</b>	<b>ABC Budget Requirement</b>	<b>14,740,440</b>
			<b>Income</b>	
(277,324)	0	(3,066,420)	Government Grant	(946,480)
(5,697,644)	(4,991,320)	(4,991,320)	Retained Business Rates	(4,093,390)
			Business Rates S31 Grants	
(2,954,410)	(3,053,420)	(3,053,420)	New Homes Bonus	(1,908,220)
(7,592,465)	(7,922,750)	(7,922,750)	Council Tax	(7,792,350)
<b>(36,496)</b>	<b>0</b>	<b>491,230</b>		<b>0</b>



**SUBJECTIVE ANALYSIS - 2021/22 ESTIMATE**

	Ashford Port Health	Community Safety & Wellbeing	Corporate Policy, Economic Development & Communications	Corporate Property & Projects	Culture	Environment & Land Management	Finance & IT
<b>EXPENDITURE</b>							
Employees	6,039,130	2,190,050	921,620	1,331,720	684,640	1,559,850	4,713,200
Premises	-	566,700	-	3,296,510	184,100	362,450	2,000
Supplies and Services	552,170	564,740	169,300	396,080	1,082,990	4,177,270	27,776,510
Transport	-	65,020	19,900	48,380	26,980	210,660	49,830
<b>TOTAL EXPENDITURE</b>	<b>6,591,300</b>	<b>3,386,510</b>	<b>1,110,820</b>	<b>5,072,690</b>	<b>1,978,710</b>	<b>6,310,230</b>	<b>32,541,540</b>
<b>INCOME</b>							
Grants	-	( 40,600)	-	-	( 132,210)	( 272,000)	( 26,215,040)
Fees & Charges	( 7,309,990)	( 2,969,800)	( 14,000)	( 5,152,320)	( 107,690)	( 1,608,320)	( 1,662,730)
<b>TOTAL INCOME</b>	<b>( 7,309,990)</b>	<b>( 3,010,400)</b>	<b>( 14,000)</b>	<b>( 5,152,320)</b>	<b>( 239,900)</b>	<b>( 1,880,320)</b>	<b>( 27,877,770)</b>
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>( 718,690)</b>	<b>376,110</b>	<b>1,096,820</b>	<b>( 79,630)</b>	<b>1,738,810</b>	<b>4,429,910</b>	<b>4,663,770</b>
<b>NON CONTROLLABLE ITEMS</b>							
Recharged from other Accounts	210,320	1,849,250	196,290	861,530	672,970	1,273,930	2,548,920
Capital Charges	-	54,420	-	906,190	790,480	98,640	5,040
Recharged to other Accounts	-	( 1,568,260)	( 119,910)	( 2,963,290)	-	( 1,057,930)	( 4,158,260)
Transfer to/from Reserves	508,370	-	-	-	6,040	-	210,320
<b>TOTAL NON-CONTROLLABLE ITEMS</b>	<b>718,690</b>	<b>335,410</b>	<b>76,380</b>	<b>( 1,195,570)</b>	<b>1,469,490</b>	<b>314,640</b>	<b>( 1,393,980)</b>
<b>NET EXPENDITURE</b>	<b>-</b>	<b>711,520</b>	<b>1,173,200</b>	<b>( 1,275,200)</b>	<b>3,208,300</b>	<b>4,744,550</b>	<b>3,269,790</b>

	Housing Services	HR & Customer Services	Legal and Democracy	Planning and Development	General Fund	Capital Charges and Net interest	HRA	Total
<b>EXPENDITURE</b>								
Employees	1,258,770	1,173,960	1,192,400	3,150,210			2,789,440	27,004,990
Premises	1,663,820	5,000	-	1,000			4,868,990	10,950,570
Supplies and Services	1,072,550	88,880	597,910	400,840	276,000	1,525,450	1,010,530	39,691,220
Transport	43,310	9,800	55,480	121,690			119,000	770,050
<b>TOTAL EXPENDITURE</b>	<b>4,038,450</b>	<b>1,277,640</b>	<b>1,845,790</b>	<b>3,673,740</b>	<b>276,000</b>	<b>1,525,450</b>	<b>8,787,960</b>	<b>78,416,830</b>
<b>INCOME</b>								
Grants	( 1,170,870)	-	( 10,690)	( 50,000)	( 14,740,440)		( 2,999,850)	( 45,631,700)
Fees & Charges	( 2,315,950)	( 53,000)	( 157,240)	( 2,067,500)		( 1,774,070)	( 27,299,440)	( 52,492,050)
<b>TOTAL INCOME</b>	<b>( 3,486,820)</b>	<b>( 53,000)</b>	<b>( 167,930)</b>	<b>( 2,117,500)</b>	<b>( 14,740,440)</b>	<b>( 1,774,070)</b>	<b>( 30,299,290)</b>	<b>( 98,123,750)</b>
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>551,630</b>	<b>1,224,640</b>	<b>1,677,860</b>	<b>1,556,240</b>	<b>( 14,464,440)</b>	<b>( 248,620)</b>	<b>( 21,511,330)</b>	<b>( 19,706,920)</b>
<b>NON CONTROLLABLE ITEMS</b>								
Recharged from other Accounts	346,900	277,440	512,940	1,207,140			2,717,040	12,674,670
Capital Charges	15,670	67,410	1,340	-		( 1,939,190)	23,186,110	23,186,110
Recharged to other Accounts	-	( 1,414,140)	( 958,550)	( 551,290)			( 122,190)	( 12,913,820)
Transfer to/from Reserves	-	-	-	( 44,000)	348,860		( 1,620,000)	( 590,410)
<b>TOTAL NON-CONTROLLABLE ITEMS</b>	<b>362,570</b>	<b>( 1,069,290)</b>	<b>( 444,270)</b>	<b>611,850</b>	<b>348,860</b>	<b>( 1,939,190)</b>	<b>24,160,960</b>	<b>22,356,550</b>
<b>NET EXPENDITURE</b>	<b>914,200</b>	<b>155,350</b>	<b>1,233,590</b>	<b>2,168,090</b>	<b>( 14,115,580)</b>	<b>( 2,187,810)</b>	<b>2,649,630</b>	<b>2,649,630</b>

Analysis of Estimated Revenue Reserves	2020/21				2021/22			Balance at 31st March 2022 £'000
	Balance at 31st March 2020	Transfers In	Transfers Out	Re-profiling of Reserves	Balance at 31st March 2021	Transfers In	Transfers Out	
	£'000	£'000	£'000		£'000	£'000	£'000	
<b>General Fund Balance</b>	<b>2,394</b>	<b>374</b>	<b>(200)</b>	<b>(68)</b>	<b>2,500</b>	<b>200</b>	<b>0</b>	<b>2,700</b>
<b>Earmarked Reserves</b>								
New Initiatives Reserve	1,892	0	(1,000)	141	1,033	0	0	1,033
Green Transport Initiatives	65	0	0	0	65	0	0	65
New Homes Bonus	3,557	0	0	(2,943)	614	288	0	902
Economic Resilience Reserve	3,905	413	(1,000)	1,682	5,000	946	(1,362)	4,585
Elections	116	0	0	0	116	55	0	171
Insurance Reserve	100	0	0	0	100	0	0	100
Business Rate Income Res	3,973	0	(750)	0	3,223	0	0	3,223
Stour Centre	346	0	0	0	346	0	(400)	(54)
Planning Delivery Grant	318	0	0	0	318	0	0	318
Service Pressure Reserve	1,920	50	0	0	1,970	0	0	1,970
Section 106 Monitoring Fee	395	0	0	0	395	0	0	395
Refugee Reserve	0	0	0	0	0	0	0	0
Revenue Grants Reserve	118	0	0	0	118	0	0	118
Transport Initiatives	0	0	0	0	0	0	0	0
Netball Centre Reserve	31	0	0	0	31	5	0	35
Repairs & Renewals	1,721	500	(500)	1,189	2,910	610	0	3,520
Members' IT	1	0	0	0	1	0	0	1
St Mary's Church Ruin	5	0	0	0	5	0	0	5
Waterside Reserve	53	0	0	0	53	6	0	59
Land Searches Reserve	143	0	0	0	143	0	0	143
Port Health Service	0	0	0	0	0	1,508	0	1,508
S106 Unapplied Grants	4,392	0	(800)	0	3,592	0	0	3,592
Commuted Sums Unapplied Grants	402	0	(90)	0	312	0	0	312
SPG6 Unapplied Grants	942	0	0	0	942	0	0	942
Collection fund	0	26,000	0	0	26,000	0	(26,000)	0
<b>Total Earmarked Reserves</b>	<b>24,395</b>	<b>26,963</b>	<b>(4,140)</b>	<b>68</b>	<b>47,286</b>	<b>3,419</b>	<b>(27,762)</b>	<b>22,943</b>

REVENUE BUDGET				
<b>SERVICE</b>		<b>Ashford Port Health</b>		
<b>SERVICE DESCRIPTION</b>		This service is responsible port health procedures for Sanitary and Phytosanitary (SPS) controls from the 1 April 2021 in relation to imports of, products of animal origin (POA) and high risk food not of animal origin (HRFNOA), arriving through the Eurotunnel.		
<b>SERVICE MANAGER</b>		Head of Ashford Port Health Authority		
<b>BUDGET MANAGER</b>		Head of Ashford Port Health Authority		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
		£		
-	-	-	EXPENDITURE	
-	-	-	- Employees	6,039,130
-	-	-	- Premises	-
-	-	-	- Supplies and Services	552,170
-	-	-	- Transport	-
-	-	-	<b>TOTAL EXPENDITURE</b>	<b>6,591,300</b>
-	-	-	INCOME	
-	-	-	- Grants	-
-	-	-	- Fees and Charges	(7,309,990)
-	-	-	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(718,690)</b>
-	-	-	RECHARGES & CAPITAL CHARGES	
-	-	-	- Support Services	210,320
-	-	-	- Capital Charges	-
-	-	-	- Recharges	-
-	-	-	- Transfers to/from Reserves	508,370
-	-	-	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>-</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		-	COMMENTS	
<b>Outturn 2020/21 (P6 Forecast)</b>		-		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		-	COMMENTS	
Employees		6,039,130		
Supplies and Services		552,170		
Fees & Charges		(7,309,990)		
Support Services		210,320		
Transfers to/from Reserves		508,370		
<b>Base Budget 2021/22</b>		-		
<b>NOTES</b>				
All budget requirements are based on modelling supplied by DEFRA . Further details of the Port Health Authority were presented to Cabinet on 25th November 2020 and can be viewed online.				

<b>REVENUE BUDGET</b>				
<b>Community Safety and Wellbeing</b>				
<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>DETAIL</b>	<b>ESTIMATE</b>
<b>2019/20</b>	<b>2020/21</b>	<b>OUTTURN</b>		<b>2021/22</b>
<b>£</b>	<b>£</b>	<b>2020/21</b>		<b>£</b>
<b>£</b>	<b>£</b>	<b>£</b>		<b>£</b>
(572,449)	(897,360)	567,560	Parking & Engineering	(543,290)
689,343	632,350	626,425	Environmental Health	579,590
648,258	692,610	808,310	Community Safety,AMC,Licencing	675,220
<b>765,152</b>	<b>427,600</b>	<b>2,002,295</b>	<b>SERVICE EXPENDITURE</b>	<b>711,520</b>

**SUBJECTIVE ANALYSIS - 2021/22 ESTIMATE**  
**Community Safety and Wellbeing**

	Parking & Engineering	Environmental Health	Community Safety, AMC, Licencing	Total
<b>EXPENDITURE</b>				
Employees	557,870	978,360	653,820	2,190,050
Premises	541,980	13,000	11,720	566,700
Supplies and Services	324,010	48,800	191,930	564,740
Transport	12,270	39,440	13,310	65,020
<b>TOTAL EXPENDITURE</b>	<b>1,436,130</b>	<b>1,079,600</b>	<b>870,780</b>	<b>3,386,510</b>
<b>INCOME</b>				
Grants	-	-	( 40,600)	( 40,600)
Fees & Charges	( 2,566,920)	( 17,200)	( 385,680)	( 2,969,800)
<b>TOTAL INCOME</b>	<b>( 2,566,920)</b>	<b>( 17,200)</b>	<b>( 426,280)</b>	<b>( 3,010,400)</b>
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>( 1,130,790)</b>	<b>1,062,400</b>	<b>444,500</b>	<b>376,110</b>
<b>NON CONTROLLABLE ITEMS</b>				
Support Services	569,350	783,830	496,070	1,849,250
Capital Charges	18,150	-	36,270	54,420
Recharges	-	( 1,266,640)	( 301,620)	( 1,568,260)
Transfers to/from Reserves	-	-	-	-
<b>TOTAL NON-CONTROLLABLE ITEMS</b>	<b>587,500</b>	<b>( 482,810)</b>	<b>230,720</b>	<b>335,410</b>
<b>NET EXPENDITURE</b>	<b>( 543,290)</b>	<b>579,590</b>	<b>675,220</b>	<b>711,520</b>

REVENUE BUDGET				
<b>SERVICE</b>		<b>Parking &amp; Engineering</b>		
<b>SERVICE DESCRIPTION</b>		Provision, maintenance and enforcement of On-Street, Off Street Parking, Abandoned Vehicles and Engineering Services.		
<b>SERVICE MANAGER</b>		Head of Community Safety and Wellbeing		
<b>BUDGET MANAGER</b>		Community Safety and Wellbeing Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	£		£
562,488	622,400	550,980	EXPENDITURE	
603,208	547,080	550,755	Employees	557,870
351,238	386,810	327,285	Premises	541,980
42,768	61,940	36,290	Supplies and Services	324,010
			Transport	12,270
<b>1,559,702</b>	<b>1,618,230</b>	<b>1,465,310</b>	<b>TOTAL EXPENDITURE</b>	<b>1,436,130</b>
			INCOME	
-	-	-	Grants	-
(2,755,591)	(3,088,070)	(1,470,230)	Fees and Charges	(2,566,920)
<b>(1,195,889)</b>	<b>(1,469,840)</b>	<b>(4,920)</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(1,130,790)</b>
			RECHARGES & CAPITAL CHARGES	
605,291	504,460	504,460	Support Services	569,350
18,149	18,020	18,020	Capital Charges	18,150
-	-	-	Recharges	-
-	50,000	50,000	Transfers to/from Reserves	-
<b>(572,449)</b>	<b>(897,360)</b>	<b>567,560</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>(543,290)</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>(897,360)</b>	COMMENTS	
Employees		(71,420)	Salary savings	
Premises		3,675		
Supplies and Services		(82,500)	Saving in HGV clamping commission payable	
Supplies and Services		19,000	Software cost for virtual permit system	
Supplies and Services		4,475		
Transport		(25,650)	Removal of rural transport services as part of corporate savings initiative	
Fees and Charges		1,534,840	Reduction in parking and PCN income due to COVID19	
Fees and Charges		82,500	Reduction in HGV clamping income	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>567,560</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>(897,360)</b>	COMMENTS	
Employees		(64,530)	3 x FTE saving as part of corporate savings initiative	
Premises		(19,100)	Misc. savings as part of corporate savings initiative	
Premises		29,750	Increase in business rates	
Premises		(15,750)	Reduce signage and road markings as part of corporate savings initiative	
Supplies and Services		19,700	Increase in computer software costs	
Supplies and Services		(82,500)	Saving in HGV clamping commission payable	
Transport		(49,670)	Removal of rural transport services as part of corporate savings initiative	
Fees and Charges		26,250	Removal of contributions from parish councils to rural transport scheme	
Fees and Charges		82,500	Reduction in HGV clamping income	
Fees and Charges		412,400	Reduction in parking fees, fines and season tickets	
Support Services		64,890		
Capital Charges		130		
Transfers to/from Reserves		(50,000)	Parking contribution no longer needed	
<b>Base Budget 2021/22</b>		<b>(543,290)</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Environmental Health</b>		
<b>SERVICE DESCRIPTION</b>		Responsible for the statutory requirements for food safety, infectious disease control, environmental protection & health and safety (including corporate health & safety)		
<b>SERVICE MANAGER</b>		Head of Community Safety and Wellbeing		
<b>BUDGET MANAGER</b>		Community Safety and Wellbeing Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	2020/21		2021/22
£	£	£		£
892,535	931,530	917,960	EXPENDITURE	
127,634	21,860	24,605	Employees	978,360
89,883	72,480	96,644	Premises	13,000
35,958	37,240	37,140	Supplies and Services	48,800
			Transport	39,440
<b>1,146,010</b>	<b>1,063,110</b>	<b>1,076,349</b>	<b>TOTAL EXPENDITURE</b>	<b>1,079,600</b>
			INCOME	
-	-	(19,500)	Grants	-
(31,727)	(26,360)	(26,024)	Fees and Charges	(17,200)
<b>1,114,283</b>	<b>1,036,750</b>	<b>1,030,825</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>1,062,400</b>
			RECHARGES & CAPITAL CHARGES	
757,860	770,580	770,580	Support Services	783,830
-	-	-	Capital Charges	-
(1,182,800)	(1,174,980)	(1,174,980)	Recharges	(1,266,640)
-	-	-	Transfers to/from Reserves	-
<b>689,343</b>	<b>632,350</b>	<b>626,425</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>579,590</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>632,350</b>	COMMENTS	
Employees		(13,570)	Salary savings	
Premises		2,745		
Supplies and Services		24,164	Vet fees and food inspections to help deal with backlog	
Transport		(100)		
Grants		(19,500)	Government grant for reopening high streets	
Fees and Charges		336		
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>626,425</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>632,350</b>	COMMENTS	
Employees		46,830	New Corporate Risk & Safety Officer post	
Premises		(8,860)	Savings from One You shop as part of corporate savings initiative	
Supplies and Services		(23,680)	Various savings as part of corporate savings initiative	
Transport		2,200		
Fees and Charges		9,160	Reduction in permits and licencing income	
Support Services		13,250		
Recharges		(91,660)		
<b>Base Budget 2021/22</b>		<b>579,590</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Community Safety,AMC,Licencing</b>		
<b>SERVICE DESCRIPTION</b>		Provision and enforcement of licences including Gambling/Liquor/Hackney Carriage, the Monitoring Centre, Community Safety and Emergency Planning.		
<b>SERVICE MANAGER</b>		Head of Community Safety and Wellbeing		
<b>BUDGET MANAGER</b>		Community Safety and Wellbeing Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	2020/21		2021/22
£	£	£		£
668,342	644,810	673,450	EXPENDITURE	
16,207	14,090	12,810	Employees	653,820
190,497	215,470	256,320	Premises	11,720
18,770	19,360	8,300	Supplies and Services	191,930
			Transport	13,310
<b>893,816</b>	<b>893,730</b>	<b>950,880</b>	<b>TOTAL EXPENDITURE</b>	<b>870,780</b>
(80,689)	(39,000)	(31,600)	INCOME	
(395,516)	(389,400)	(338,250)	Grants	(40,600)
			Fees and Charges	(385,680)
<b>417,611</b>	<b>465,330</b>	<b>581,030</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>444,500</b>
490,175	492,630	492,630	RECHARGES & CAPITAL CHARGES	
36,271	36,270	36,270	Support Services	496,070
(295,800)	(301,620)	(301,620)	Capital Charges	36,270
-	-	-	Recharges	(301,620)
			Transfers to/from Reserves	-
<b>648,258</b>	<b>692,610</b>	<b>808,310</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>675,220</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>692,610</b>	COMMENTS	
Employees		28,640	Additional staffing support	
Premises		(1,280)		
Supplies and Services		40,850	Town Centre framework expenditure	
Transport		(11,060)	Reduction in travel cost due to COVID19	
Grants		7,400		
Fees and Charges		51,150	Reduction in permits & licences	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>808,310</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>692,610</b>	COMMENTS	
Employees		9,010		
Premises		(2,370)		
Supplies and Services		(23,540)	Reduction in community safety contributions	
Transport		(6,050)		
Grants		(1,600)		
Fees and Charges		(7,000)	Increase in CCTV income from commercialisation	
Fees and Charges		(6,000)	Increase in Lifeline income from commercialisation	
Fees and Charges		16,720	Reduction in permits and licencing income	
Support Services		3,440		
<b>Base Budget 2021/22</b>		<b>675,220</b>		



<b>REVENUE BUDGET</b>				
<b>Corporate Policy, Economic Development &amp; Communications</b>				
<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>DETAIL</b>	<b>ESTIMATE</b>
<b>2019/20</b>	<b>2020/21</b>	<b>OUTTURN</b>		<b>2021/22</b>
<b>£</b>	<b>£</b>	<b>2020/21</b>		<b>£</b>
<b>£</b>	<b>£</b>	<b>£</b>		<b>£</b>
323,404	280,250	280,690	Policy and Performance	276,120
450,752	448,900	464,810	Communications & Marketing	445,280
635,567	638,660	646,210	Economic Development	451,800
<b>1,409,723</b>	<b>1,367,810</b>	<b>1,391,710</b>	<b>SERVICE EXPENDITURE</b>	<b>1,173,200</b>

**SUBJECTIVE ANALYSIS - 2021/22 ESTIMATE**  
**Corporate Policy, Economic Development & Communications**

	Policy and Performance	Communications & Marketing	Economic Development	Total
EXPENDITURE				
Employees	303,990	364,390	253,240	921,620
Premises	-	-	-	-
Supplies and Services	14,650	56,200	98,450	169,300
Transport	5,490	5,130	9,280	19,900
<b>TOTAL EXPENDITURE</b>	<b>324,130</b>	<b>425,720</b>	<b>360,970</b>	<b>1,110,820</b>
INCOME				
Grants	-	-	-	-
Fees & Charges	-	( 14,000)	-	( 14,000)
<b>TOTAL INCOME</b>	<b>-</b>	<b>( 14,000)</b>	<b>-</b>	<b>( 14,000)</b>
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>324,130</b>	<b>411,720</b>	<b>360,970</b>	<b>1,096,820</b>
NON CONTROLLABLE ITEMS				
Support Services	40,840	64,620	90,830	196,290
Capital Charges	-	-	-	-
Recharges	( 88,850)	( 31,060)	-	( 119,910)
Transfers to/from Reserves	-	-	-	-
<b>TOTAL NON-CONTROLLABLE ITEMS</b>	<b>( 48,010)</b>	<b>33,560</b>	<b>90,830</b>	<b>76,380</b>
<b>NET EXPENDITURE</b>	<b>276,120</b>	<b>445,280</b>	<b>451,800</b>	<b>1,173,200</b>

REVENUE BUDGET				
SERVICE		Policy and Performance		
SERVICE DESCRIPTION		Responsible for development and oversight of business planning, corporate strategy,policy and performance management,programme management,Overview and Scrutiny,data protection,freedom of information & equalities.		
SERVICE MANAGER		Head of Corporate Policy, Economic Development & Communications		
BUDGET MANAGER		Head of Corporate Policy, Economic Development & Communications		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
£	£	£		£
363,626	316,230	316,670	EXPENDITURE	
280	-	-	Employees	303,990
37,092	30,050	30,050	Premises	-
5,995	5,490	5,490	Supplies and Services	14,650
			Transport	5,490
<b>406,993</b>	<b>351,770</b>	<b>352,210</b>	<b>TOTAL EXPENDITURE</b>	<b>324,130</b>
-	-	-	INCOME	
-	-	-	Grants	-
			Fees and Charges	-
<b>406,993</b>	<b>351,770</b>	<b>352,210</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>324,130</b>
45,261	45,420	45,420	RECHARGES & CAPITAL CHARGES	
-	-	-	Support Services	40,840
(128,850)	(116,940)	(116,940)	Capital Charges	-
-	-	-	Recharges	(88,850)
			Transfers to/from Reserves	-
<b>323,404</b>	<b>280,250</b>	<b>280,690</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>276,120</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>280,250</b>	COMMENTS	
Employees		440		
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>280,690</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>280,250</b>	COMMENTS	
Employees		(1,830)		
Employees		(10,410)	Reduction in hours Strategy & Policy development post	
Supplies & Services		(15,400)	Saving re public practice health and residents survey	
Support Services		(4,580)		
Recharges		28,090		
<b>Base Budget 2021/22</b>		<b>276,120</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Communications &amp; Marketing</b>		
<b>SERVICE DESCRIPTION</b>		To provide marketing and communications services internally and externally to promote and protect the reputation of the Council and the growth of Ashford. This includes responsibility for web design and content management, media management, marketing, and publications (hard copy and on-line)		
<b>SERVICE MANAGER</b>		Head of Corporate Policy, Economic Development & Communications		
<b>BUDGET MANAGER</b>		Communications and Marketing Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
£	£	£		£
323,693	323,090	369,400	EXPENDITURE	
-	-	-	Employees	364,390
106,978	93,300	73,490	Premises	-
5,640	5,630	5,630	Supplies and Services	56,200
			Transport	5,130
<b>436,311</b>	<b>422,020</b>	<b>448,520</b>	<b>TOTAL EXPENDITURE</b>	<b>425,720</b>
-	-	-	INCOME	
(13,700)	(14,000)	(14,000)	Grants	-
			Fees and Charges	(14,000)
<b>422,610</b>	<b>408,020</b>	<b>434,520</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>411,720</b>
51,142	55,880	55,880	RECHARGES & CAPITAL CHARGES	
-	-	-	Support Services	64,620
(23,000)	(15,000)	(15,000)	Capital Charges	-
-	-	(10,590)	Recharges	(31,060)
			Transfers to/from Reserves	-
<b>450,752</b>	<b>448,900</b>	<b>464,810</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>445,280</b>
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>448,900</b>	COMMENTS	
Employees		(990)		
Employees		31,700	New Digital Content Officer Post	
Employees		39,600	New Senior Marketing Officer Post	
Employees		(9,500)	Reduction in hours	
Employees		(14,500)	2 days per week Communications Officer post paid for by Economic Development	
Supplies & Services		4,190	Promotional Leaflets - re Covid pandemic response	
Supplies & Services		(21,000)	Removal of external marketing contract	
Supplies & Services		(3,000)		
Transfers to/from Reserves		(10,590)	Reserve funding for Digital Content Officer post	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>464,810</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>448,900</b>	COMMENTS	
Employees		4,840	Increments, Ni Superannuation	
Employees		32,790	New Digital Content Officer Post	
Employees		40,160	New Senior Marketing Officer Post	
Employees		(8,990)	Reduction in hours	
Employees		(27,500)	Operational savings to be identified	
Supplies & Services		(100)		
Supplies & Services		(21,500)	Removal of external marketing contract	
Supplies & Services		(12,000)	Reductions in promotional budgets	
Supplies & Services		(3,500)	Software	
Transport		(500)		
Support Services		8,740		
Recharges		(16,060)		
<b>Base Budget 2021/22</b>		<b>445,280</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Economic Development</b>		
<b>SERVICE DESCRIPTION</b>		Planning and supporting growth in the area for both local and incoming business		
<b>SERVICE MANAGER</b>		Head of Corporate Policy, Economic Development & Communications		
<b>BUDGET MANAGER</b>		Economic Development Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
£	£	£		£
256,785	266,740	274,290	EXPENDITURE	
5,201	-	-	Employees	253,240
303,444	363,150	363,150	Premises	-
11,453	9,280	9,280	Supplies and Services	98,450
			Transport	9,280
<b>576,883</b>	<b>639,170</b>	<b>646,720</b>	<b>TOTAL EXPENDITURE</b>	<b>360,970</b>
			INCOME	
-	-	-	Grants	-
-	-	-	Fees and Charges	-
<b>576,883</b>	<b>639,170</b>	<b>646,720</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>360,970</b>
			RECHARGES & CAPITAL CHARGES	
58,684	74,490	74,490	Support Services	90,830
-	-	-	Capital Charges	-
-	-	-	Recharges	-
-	(75,000)	(75,000)	Transfers to/from Reserves	-
<b>635,567</b>	<b>638,660</b>	<b>646,210</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>451,800</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>638,660</b>	COMMENTS	
Employees		7,550	Increased Superannuation costs	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>646,210</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>638,660</b>	COMMENTS	
Employees		(3,500)		
Employees		(10,000)	Operational savings to be identified	
Supplies and Services		(2,500)		
Supplies and Services		(205,800)	Town Centre Projects removed to focus on covid recovery plan	
Supplies and Services		(15,000)	Reduction in AshfordFOR budget	
Supplies and Services		(20,000)	Remove consultancy fee for broadband project	
Supplies and Services		(11,400)	Reduced support for St Mary's event programming	
Supplies and Services		(10,000)	Reduce Town Centre Events	
Support Services		16,340		
Transfers to/from Reserves		75,000	Town Centre Projects removed to focus on covid recovery plan	
<b>Base Budget 2021/22</b>		<b>451,800</b>		

<b>REVENUE BUDGET</b>				
<b>Corporate Property and Projects</b>				
<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>DETAIL</b>	<b>ESTIMATE</b>
<b>2019/20</b>	<b>2020/21</b>	<b>OUTTURN</b>		<b>2021/22</b>
<b>£</b>	<b>£</b>	<b>2020/21</b>		<b>2021/22</b>
<b>£</b>	<b>£</b>	<b>£</b>		<b>£</b>
(997,493)	(1,798,720)	(561,384)	Corporate Property	(1,292,790)
18,202	17,880	(156,210)	Project Delivery Team	17,600
668	2,820	(46,022)	Facilities Management	(10)
<b>(978,623)</b>	<b>(1,778,020)</b>	<b>(763,616)</b>	<b>SERVICE EXPENDITURE</b>	<b>(1,275,200)</b>

**SUBJECTIVE ANALYSIS - 2021/22 ESTIMATE**  
**Corporate Property and Projects**

	Corporate Property	Project Delivery Team	Facilities Management	Total
<b>EXPENDITURE</b>				
Employees	880,970	335,970	114,780	1,331,720
Premises	2,753,470	-	543,040	3,296,510
Supplies and Services	340,030	6,250	49,800	396,080
Transport	27,840	20,540	-	48,380
<b>TOTAL EXPENDITURE</b>	<b>4,002,310</b>	<b>362,760</b>	<b>707,620</b>	<b>5,072,690</b>
<b>INCOME</b>				
Grants	-	-	-	-
Fees & Charges	( 4,978,320)	-	( 174,000)	( 5,152,320)
<b>TOTAL INCOME</b>	<b>( 4,978,320)</b>	<b>-</b>	<b>( 174,000)</b>	<b>( 5,152,320)</b>
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>( 976,010)</b>	<b>362,760</b>	<b>533,620</b>	<b>( 79,630)</b>
<b>NON CONTROLLABLE ITEMS</b>				
Support Services	642,070	77,560	141,900	861,530
Capital Charges	801,390	-	104,800	906,190
Recharges	( 1,760,240)	( 422,720)	( 780,330)	( 2,963,290)
Transfers to/from Reserves	-	-	-	-
<b>TOTAL NON-CONTROLLABLE ITEMS</b>	<b>( 316,780)</b>	<b>( 345,160)</b>	<b>( 533,630)</b>	<b>( 1,195,570)</b>
<b>NET EXPENDITURE</b>	<b>( 1,292,790)</b>	<b>17,600</b>	<b>( 10)</b>	<b>( 1,275,200)</b>

REVENUE BUDGET				
<b>SERVICE</b>		<b>Corporate Property</b>		
<b>SERVICE DESCRIPTION</b>		Management of Corporate and Commercial Property including entering into new commercial ventures, procurement and contract management.		
<b>SERVICE MANAGER</b>		Head of Corporate Property and Projects		
<b>BUDGET MANAGER</b>		Head of Corporate Property and Projects		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
£	£	£		£
688,046	862,890	835,349	EXPENDITURE	
2,966,864	2,633,410	2,886,278	Employees	880,970
325,242	273,350	438,793	Premises	2,753,470
26,056	27,120	26,720	Supplies and Services	340,030
			Transport	27,840
<b>4,006,208</b>	<b>3,796,770</b>	<b>4,187,140</b>	<b>TOTAL EXPENDITURE</b>	<b>4,002,310</b>
-	-	-	INCOME	
-	-	-	Grants	-
(4,832,909)	(5,270,130)	(4,423,164)	Fees and Charges	(4,978,320)
<b>(826,701)</b>	<b>(1,473,360)</b>	<b>(236,024)</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(976,010)</b>
562,716	654,580	654,580	RECHARGES & CAPITAL CHARGES	
801,364	662,950	662,950	Support Services	642,070
(1,534,873)	(1,642,890)	(1,642,890)	Capital Charges	801,390
-	-	-	Recharges	(1,760,240)
			Transfers to/from Reserves	-
<b>(997,493)</b>	<b>(1,798,720)</b>	<b>(561,384)</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>(1,292,790)</b>
<b>ANALYSIS OF OUTTURN VARIATIONS</b>				
<b>Base Budget 2020/21</b>		<b>(1,798,720)</b>	<b>COMMENTS</b>	
Employees		(27,541)	Vacancy savings	
Premises		180,000	Increased Business Rates on Property portfolio due to void units	
Premises		24,500	Increased electricity charges to be recharged to tenants	
Premises		15,500	Relocation of phone boxes in Town Centre to be funded from reserves	
Premises		12,000	Increase in fountain utility costs	
Premises		20,868	Other repairs and maintenance costs to Property portfolio	
Supplies and Services		84,000	Increased consultancy and valuation fees	
Supplies and Services		25,000	Costs for Ashford Gateway transferred from Visitor and Call Centre	
Supplies and Services		38,000	Increased protective clothing and food supplies due to Covid-19	
Supplies and Services		18,443	Other general increases in supplies and services	
Transport		(400)		
Fees and Charges		846,966	Reduction in Commercial Property income	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>(561,384)</b>		
<b>ANALYSIS OF BUDGET VARIATIONS</b>				
<b>Base Budget 2020/21</b>		<b>(1,798,720)</b>	<b>COMMENTS</b>	
Employees		18,080	Regrading of post and increments	
Premises		70,000	Increase in insurance premiums on Property portfolio	
Premises		42,000	Increase in service charge liability for Property portfolio	
Premises		45,000	Transfer of costs from Facilities Management	
Premises		33,000	Increase in Business Rates on Property portfolio due to void units	
Premises		30,000	Increase in maintenance for non-property assets	
Premises		(99,940)	Reduction in maintenance on Property portfolio assets	
Supplies and Services		65,680	Increase in consultancy fees for business rates mitigation and condition surveys	
Supplies and Services		25,000	Costs for Ashford Gateway transferred from Visitor and Call Centre	
Supplies and Services		(24,000)	Saving on advertising for Property portfolio	
Transport		720		
Fees and Charges		291,810	Reduction in Property portfolio income	
Support Services		(12,510)		
Capital Charges		138,440		
Recharges		(117,350)		
<b>Base Budget 2021/22</b>		<b>(1,292,790)</b>		



REVENUE BUDGET				
<b>SERVICE</b>		<b>Project Delivery Team</b>		
<b>SERVICE DESCRIPTION</b>		Provides professional skills and services such as Project Management, building design, quantity surveying and drainage engineering for council projects including corporate and operational across capital and revenue budgets. Includes the statutory service for Land Drainage.		
<b>SERVICE MANAGER</b>		Head of Corporate Property and Projects		
<b>BUDGET MANAGER</b>		Project Delivery Manager		
ACTUAL 2019/20 £	BUDGET 2020/21 £	PROJECTED OUTTURN 2020/21 £	DETAIL	ESTIMATE 2021/22 £
492,492	569,480	398,594	EXPENDITURE	
-	-	-	Employees	335,970
11,961	3,300	6,836	Premises	-
23,315	32,060	25,320	Supplies and Services	6,250
			Transport	20,540
<b>527,767</b>	<b>604,840</b>	<b>430,750</b>	<b>TOTAL EXPENDITURE</b>	<b>362,760</b>
			INCOME	
-	-	-	Grants	-
-	-	-	Fees and Charges	-
<b>527,767</b>	<b>604,840</b>	<b>430,750</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>362,760</b>
			RECHARGES & CAPITAL CHARGES	
89,574	82,550	82,550	Support Services	77,560
-	-	-	Capital Charges	-
(599,139)	(669,510)	(669,510)	Recharges	(422,720)
-	-	-	Transfers to/from Reserves	-
<b>18,202</b>	<b>17,880</b>	<b>(156,210)</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>17,600</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>17,880</b>	COMMENTS	
Employees		(170,886)	Efficiency savings	
Supplies and Services		3,536		
Transport		(6,740)	Saving from lease car allowances	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>(156,210)</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>17,880</b>	COMMENTS	
Employees		(233,510)	Efficiency savings	
Supplies and Services		2,950		
Transport		(11,520)	Saving from lease car allowances	
Support Services		(4,990)		
Recharges		246,790		
<b>Base Budget 2021/22</b>		<b>17,600</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Facilities Management</b>		
<b>SERVICE DESCRIPTION</b>		Management of Council's Office Accommodation		
<b>SERVICE MANAGER</b>		Head of Corporate Property and Projects		
<b>BUDGET MANAGER</b>		Estates and Facilities Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
£	£	£		£
169,866	109,850	109,850	EXPENDITURE	
617,594	597,030	550,340	Employees	114,780
83,287	88,000	85,848	Premises	543,040
2,609	2,140	2,140	Supplies and Services	49,800
			Transport	-
<b>873,356</b>	<b>797,020</b>	<b>748,178</b>	<b>TOTAL EXPENDITURE</b>	<b>707,620</b>
-	-	-	INCOME	-
-	-	-	Grants	-
(167,077)	(167,000)	(167,000)	Fees and Charges	(174,000)
<b>706,279</b>	<b>630,020</b>	<b>581,178</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>533,620</b>
-	-	-	RECHARGES & CAPITAL CHARGES	-
116,701	145,460	145,460	Support Services	141,900
104,803	104,800	104,800	Capital Charges	104,800
(927,116)	(877,460)	(877,460)	Recharges	(780,330)
-	-	-	Transfers to/from Reserves	-
<b>668</b>	<b>2,820</b>	<b>(46,022)</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>(10)</b>
<b>ANALYSIS OF OUTTURN VARIATIONS</b>				
<b>Base Budget 2020/21</b>		<b>2,820</b>	<b>COMMENTS</b>	
Premises		(46,690)	Transfer of costs to Corporate Property	
Supplies and Services		(2,152)		
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>(46,022)</b>		
<b>ANALYSIS OF BUDGET VARIATIONS</b>				
<b>Base Budget 2020/21</b>		<b>2,820</b>	<b>COMMENTS</b>	
Employees		4,930	Increments	
Premises		(42,990)	Transfer of costs to Corporate Property	
Supplies and Services		(11,000)	Saving on utilities	
Supplies and Services		(38,200)	Saving on postages (£25,000) and other budget reductions	
Transport		(2,140)		
Fees and Charges		(7,000)	Increased rental income	
Support Services		(3,560)		
Recharges		97,130		
<b>Base Budget 2021/22</b>		<b>(10)</b>		

<b>REVENUE BUDGET</b>				
<b>Culture</b>				
<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>DETAIL</b>	<b>ESTIMATE</b>
<b>2019/20</b>	<b>2020/21</b>	<b>OUTTURN</b>		<b>2021/22</b>
<b>£</b>	<b>£</b>	<b>2020/21</b>		<b>£</b>
<b>£</b>	<b>£</b>	<b>£</b>		<b>£</b>
281,027	295,090	295,630	Open Spaces and Conservation	301,120
305,837	318,750	348,080	Cultural Services Management	317,820
192,491	220,810	202,720	Tourism & Heritage	182,910
774,172	570,600	530,840	Cultural Projects	399,550
1,559,830	1,490,220	2,489,300	Leisure Centres	1,691,040
399,196	446,760	511,760	Single Grants Gateway	315,860
<b>3,512,553</b>	<b>3,342,230</b>	<b>4,378,330</b>	<b>SERVICE EXPENDITURE</b>	<b>3,208,300</b>

SUBJECTIVE ANALYSIS - 2021/22 ESTIMATE							
Culture							
	Open Spaces and Conservation	Cultural Services Management	Tourism & Heritage	Cultural Projects	Leisure Centres	Single Grants Gateway	Total
EXPENDITURE							
Employees	166,240	113,410	110,230	294,760	-	-	684,640
Premises	15,320	-	-	81,150	87,630	-	184,100
Supplies and Services	59,200	2,590	22,760	32,610	627,830	338,000	1,082,990
Transport	8,280	4,070	5,380	9,250	-	-	26,980
<b>TOTAL EXPENDITURE</b>	<b>249,040</b>	<b>120,070</b>	<b>138,370</b>	<b>417,770</b>	<b>715,460</b>	<b>338,000</b>	<b>1,978,710</b>
INCOME							
Grants	-	-	-	( 110,070)	-	( 22,140)	( 132,210)
Fees & Charges	( 2,500)	-	( 3,900)	( 101,290)	-	-	( 107,690)
<b>TOTAL INCOME</b>	<b>( 2,500)</b>	<b>-</b>	<b>( 3,900)</b>	<b>( 211,360)</b>	<b>-</b>	<b>( 22,140)</b>	<b>( 239,900)</b>
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>246,540</b>	<b>120,070</b>	<b>134,470</b>	<b>206,410</b>	<b>715,460</b>	<b>315,860</b>	<b>1,738,810</b>
NON CONTROLLABLE ITEMS							
Support Services	54,580	110,930	44,050	172,030	291,380	-	672,970
Capital Charges	-	86,820	4,390	15,070	684,200	-	790,480
Recharges	-	-	-	-	-	-	-
Transfers to/from Reserves	-	-	-	6,040	-	-	6,040
<b>TOTAL NON-CONTROLLABLE ITEMS</b>	<b>54,580</b>	<b>197,750</b>	<b>48,440</b>	<b>193,140</b>	<b>975,580</b>	<b>-</b>	<b>1,469,490</b>
<b>NET EXPENDITURE</b>	<b>301,120</b>	<b>317,820</b>	<b>182,910</b>	<b>399,550</b>	<b>1,691,040</b>	<b>315,860</b>	<b>3,208,300</b>

REVENUE BUDGET				
<b>SERVICE</b>		<b>Open Spaces and Conservation</b>		
<b>SERVICE DESCRIPTION</b>		This budget includes grants to various conservation projects, including the costs for the Hothfield Warden, Play and Open Space work and officers.		
<b>SERVICE MANAGER</b>		Head of Culture, Tourism and Leisure		
<b>BUDGET MANAGER</b>		Cultural Projects Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	2020/21		2021/22
£	£	£		£
154,747	163,200	163,200	EXPENDITURE	
29,429	20,690	22,090	Employees	166,240
62,255	60,040	60,040	Premises	15,320
8,762	8,280	8,280	Supplies and Services	59,200
			Transport	8,280
<b>255,193</b>	<b>252,210</b>	<b>253,610</b>	<b>TOTAL EXPENDITURE</b>	<b>249,040</b>
			INCOME	
-	-	-	Grants	-
(2,500)	(2,500)	(3,360)	Fees and Charges	(2,500)
<b>252,693</b>	<b>249,710</b>	<b>250,250</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>246,540</b>
			RECHARGES & CAPITAL CHARGES	
26,995	44,040	44,040	Support Services	54,580
1,339	1,340	1,340	Capital Charges	-
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
<b>281,027</b>	<b>295,090</b>	<b>295,630</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>301,120</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>295,090</b>	COMMENTS	
Premises		1,400		
Fees and Charges		(860)		
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>295,630</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>295,090</b>	COMMENTS	
Employees		3,040		
Premises		(5,370)		
Supplies and Services		(840)		
Support Services		10,540		
Capital Charges		(1,340)		
<b>Base Budget 2021/22</b>		<b>301,120</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Cultural Services Management</b>		
<b>SERVICE DESCRIPTION</b>		Management function of the Cultural Services Team, including administration.		
<b>SERVICE MANAGER</b>		Head of Culture, Tourism and Leisure		
<b>BUDGET MANAGER</b>		Cultural Projects Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
		£		
121,080	84,100	113,430	EXPENDITURE	
(2,900)	-	-	Employees	113,410
4,361	2,710	2,710	Premises	-
4,337	4,070	4,070	Supplies and Services	2,590
			Transport	4,070
<b>126,878</b>	<b>90,880</b>	<b>120,210</b>	<b>TOTAL EXPENDITURE</b>	<b>120,070</b>
-	-	-	INCOME	-
-	-	-	Grants	-
			Fees and Charges	-
<b>126,878</b>	<b>90,880</b>	<b>120,210</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>120,070</b>
92,195	109,400	109,400	RECHARGES & CAPITAL CHARGES	
86,763	118,470	118,470	Support Services	110,930
-	-	-	Capital Charges	86,820
-	-	-	Recharges	-
			Transfers to/from Reserves	-
<b>305,837</b>	<b>318,750</b>	<b>348,080</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>317,820</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>318,750</b>	COMMENTS	
Employees		29,330	Saving target achieved in Cultural Projects	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>348,080</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>318,750</b>	COMMENTS	
Employees		29,310	Saving target achieved in Cultural Projects	
Supplies and Services		(120)		
Support Services		1,530		
Capital Charges		(31,650)		
<b>Base Budget 2021/22</b>		<b>317,820</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Tourism &amp; Heritage</b>		
<b>SERVICE DESCRIPTION</b>		This budget covers the provision of the Tourist information offices at Tenterden and Ashford and the wider tourism activities. This budget also includes twinning costs and museum grants and heritage work.		
<b>SERVICE MANAGER</b>		Head of Culture, Tourism and Leisure		
<b>BUDGET MANAGER</b>		Conservation & Heritage Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
		£		
138,385	149,370	133,030	EXPENDITURE	
-	-	-	Employees	110,230
34,856	24,750	34,760	Premises	-
1,639	3,050	3,050	Supplies and Services	22,760
			Transport	5,380
<b>174,880</b>	<b>177,170</b>	<b>170,840</b>	<b>TOTAL EXPENDITURE</b>	<b>138,370</b>
(10,000)	-	-	INCOME	
(18,599)	(5,400)	(3,900)	Grants	-
			Fees and Charges	(3,900)
<b>146,281</b>	<b>171,770</b>	<b>166,940</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>134,470</b>
36,101	40,740	40,740	RECHARGES & CAPITAL CHARGES	
4,395	4,400	4,400	Support Services	44,050
-	-	-	Capital Charges	4,390
5,714	3,900	(9,360)	Recharges	-
			Transfers to/from Reserves	-
<b>192,491</b>	<b>220,810</b>	<b>202,720</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>182,910</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>220,810</b>	COMMENTS	
Employees		(16,340)	Salary savings	
Supplies and Services		10,010	Contribution to Interreg Experience funded from reserves	
Fees and Charges		1,500		
Transfers to/from Reserves		(13,260)	Reserve to fund Interreg Experience	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>202,720</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>220,810</b>	COMMENTS	
Employees		(39,140)	1 FTE post deleted as part of corporate saving initiative	
Supplies and Services		(1,990)		
Transport		2,330		
Fees and Charges		1,500		
Support Services		3,310		
Capital Charges		(10)		
Transfers to/from Reserves		(3,900)		
<b>Base Budget 2021/22</b>		<b>182,910</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Cultural Projects</b>		
<b>SERVICE DESCRIPTION</b>		Incorporates the Arts, Sports, Youth and Community supporting grant giving and leisure provision projects and officers.		
<b>SERVICE MANAGER</b>		Head of Culture, Tourism and Leisure		
<b>BUDGET MANAGER</b>		Cultural Projects Manager		
ACTUAL 2019/20 £	BUDGET 2020/21 £	PROJECTED OUTTURN 2020/21 £	DETAIL	ESTIMATE 2021/22 £
275,440	392,960	308,930	EXPENDITURE	
42,654	51,930	58,710	Employees	294,760
376,233	145,800	112,380	Premises	81,150
14,388	12,300	8,880	Supplies and Services	32,610
			Transport	9,250
<b>708,715</b>	<b>602,990</b>	<b>488,900</b>	<b>TOTAL EXPENDITURE</b>	<b>417,770</b>
(59,749)	(127,110)	(106,400)	INCOME	
(89,864)	(91,290)	(37,670)	Grants	(110,070)
			Fees and Charges	(101,290)
<b>559,102</b>	<b>384,590</b>	<b>344,830</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>206,410</b>
199,938	166,450	166,450	RECHARGES & CAPITAL CHARGES	
15,132	15,390	15,390	Support Services	172,030
-	-	-	Capital Charges	15,070
-	4,170	4,170	Recharges	-
			Transfers to/from Reserves	6,040
<b>774,172</b>	<b>570,600</b>	<b>530,840</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>399,550</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>570,600</b>	COMMENTS	
Employees		(84,030)	Salary savings	
Premises		6,780		
Supplies and Services		(53,620)	Saving due to the cancellation of Create Festival	
Supplies and Services		10,200	Grant to voluntary groups	
Supplies and Services		10,000	Coachworks Artist in Residence funded from reserves	
Transport		(3,420)		
Grants		20,710	Loss of income due to cancellation of Create Festival	
Fees and Charges		53,620	Loss of income due to closure of Pitchside & Courtside	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>530,840</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>570,600</b>	COMMENTS	
Employees		(68,890)	2 FTE posts deleted as part of corporate saving initiative	
Employees		(29,310)	1 FTE post removed as part of savings in Cultural Service Management	
Premises		14,920	Premises insurance	
Premises		14,300	Increase in maintenance costs at Pitchside & Courtside	
Supplies and Services		(83,190)	Savings as part of the corporate saving initiative	
Supplies and Services		(30,000)	Grant payment to Sk8side ended in 2020/21	
Transport		(3,050)		
Grants		17,040	Removal of grant income due to cancellation of Create Festival	
Fees and Charges		(15,000)	Increase in income at Pitchside & Courtside	
Fees and Charges		5,000	Removal of income due to cancellation of Create Festival	
Support Services		5,580		
Capital Charges		(320)		
Transfers to/from Reserves		1,870		
<b>Base Budget 2021/22</b>		<b>399,550</b>		



REVENUE BUDGET				
<b>SERVICE</b>		<b>Leisure Centres</b>		
<b>SERVICE DESCRIPTION</b>		The Client costs of the operations of the Leisure Centres includes all costs including subsidies and utilities for Stour Centre, Tenterden Leisure Centre and the Julie Rose Stadium		
<b>SERVICE MANAGER</b>		Head of Culture, Tourism and Leisure		
<b>BUDGET MANAGER</b>		Cultural Projects Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
		£		
-	-	-	EXPENDITURE	-
364,355	271,250	163,980	Employees	-
85,135	18,290	1,133,290	Premises	87,630
-	-	-	Supplies and Services	627,830
-	-	-	Transport	-
<b>449,490</b>	<b>289,540</b>	<b>1,297,270</b>	<b>TOTAL EXPENDITURE</b>	<b>715,460</b>
(40,000)	-	-	INCOME	-
-	(67,730)	(76,380)	Grants	-
			Fees and Charges	-
<b>409,490</b>	<b>221,810</b>	<b>1,220,890</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>715,460</b>
466,142	386,140	386,140	RECHARGES & CAPITAL CHARGES	
684,198	810,170	810,170	Support Services	291,380
-	-	-	Capital Charges	684,200
-	72,100	72,100	Recharges	-
			Transfers to/from Reserves	-
<b>1,559,830</b>	<b>1,490,220</b>	<b>2,489,300</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>1,691,040</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>1,490,220</b>	COMMENTS	
Premises		(107,270)	Reduction in utility costs as part of the new Leisure Contract	
Supplies and Services		1,040,430	Leisure Centre support due to impact of COVID-19	
Supplies and Services		51,650	Leisure Centre procurement costs	
Supplies and Services		22,920	Purchase of athletic equipment at Julie Rose Stadium	
Fees and Charges		(8,650)		
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>2,489,300</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>1,490,220</b>	COMMENTS	
Premises		(183,620)	Removal of utility costs as the new leisure contractor is now responsible for payments	
Supplies and Services		609,540	Leisure contract management fee	
Fees and Charges		67,730	Insurance costs no longer recharged	
Support Services		(94,760)		
Capital Charges		(125,970)		
Transfers to/from Reserves		(72,100)	Reserve movement removed	
<b>Base Budget 2021/22</b>		<b>1,691,040</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Single Grants Gateway</b>		
<b>SERVICE DESCRIPTION</b>		Council grants to support voluntary and community sector organisations in the borough. This also includes a budget for Member Grants.		
<b>SERVICE MANAGER</b>		Head of Culture, Tourism and Leisure		
<b>BUDGET MANAGER</b>		Cultural Projects Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
£	£	£		£
-	-	-	EXPENDITURE	-
-	-	-	Employees	-
421,336	468,900	593,200	Premises	-
-	-	-	Supplies and Services	338,000
-	-	-	Transport	-
<b>421,336</b>	<b>468,900</b>	<b>593,200</b>	<b>TOTAL EXPENDITURE</b>	<b>338,000</b>
(22,140)	(22,140)	(81,440)	INCOME	(22,140)
-	-	-	Grants	-
-	-	-	Fees and Charges	-
<b>399,196</b>	<b>446,760</b>	<b>511,760</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>315,860</b>
-	-	-	RECHARGES & CAPITAL CHARGES	-
-	-	-	Support Services	-
-	-	-	Capital Charges	-
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
<b>399,196</b>	<b>446,760</b>	<b>511,760</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>315,860</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>446,760</b>	COMMENTS	
Supplies and Services		124,300	COVID-19 Grants to be funded from reserves	
Grants		(59,300)	Income to support grants to voluntary sector groups	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>511,760</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>446,760</b>	COMMENTS	
Supplies and Services		(75,000)	Removal of New Homes Bonus contribution to grants	
Supplies and Services		(40,900)	Removal of Council Tax Support Grant to Parish Councils	
Supplies and Services		(15,000)	Grant savings as part of the corporate saving initiative	
<b>Base Budget 2021/22</b>		<b>315,860</b>		

<b>REVENUE BUDGET</b>				
<b>Environment and Land Management</b>				
<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>DETAIL</b>	<b>ESTIMATE</b>
<b>2019/20</b>	<b>2020/21</b>	<b>OUTTURN</b>		<b>2021/22</b>
<b>£</b>	<b>£</b>	<b>2020/21</b>		<b>£</b>
<b>£</b>	<b>£</b>	<b>£</b>		<b>£</b>
250,986	289,700	292,700	Street Scene	267,260
3,332,001	3,421,280	3,254,280	Refuse, Recycling and Street Cleansing	2,986,900
1,655,051	1,742,160	1,739,880	Grounds Maintenance	1,490,390
<b>5,238,038</b>	<b>5,453,140</b>	<b>5,286,860</b>	<b>SERVICE EXPENDITURE</b>	<b>4,744,550</b>

**SUBJECTIVE ANALYSIS - 2021/22 ESTIMATE**  
**Environment and Land Management**

	Street Scene	Refuse, Recycling and Street Cleansing	Grounds Maintenance	Total
<b>EXPENDITURE</b>				
Employees	433,490	-	1,126,360	1,559,850
Premises	69,160	17,000	276,290	362,450
Supplies and Services	37,570	3,949,500	190,200	4,177,270
Transport	22,250	-	188,410	210,660
<b>TOTAL EXPENDITURE</b>	<b>562,470</b>	<b>3,966,500</b>	<b>1,781,260</b>	<b>6,310,230</b>
<b>INCOME</b>				
Grants	-	( 272,000)	-	( 272,000)
Fees & Charges	( 130,500)	( 1,070,000)	( 407,820)	( 1,608,320)
<b>TOTAL INCOME</b>	<b>( 130,500)</b>	<b>( 1,342,000)</b>	<b>( 407,820)</b>	<b>( 1,880,320)</b>
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>431,970</b>	<b>2,624,500</b>	<b>1,373,440</b>	<b>4,429,910</b>
<b>NON CONTROLLABLE ITEMS</b>				
Support Services	535,030	522,700	216,200	1,273,930
Capital Charges	4,490	-	94,150	98,640
Recharges	( 704,230)	( 160,300)	( 193,400)	( 1,057,930)
Transfers to/from Reserves	-	-	-	-
<b>TOTAL NON-CONTROLLABLE ITEMS</b>	<b>( 164,710)</b>	<b>362,400</b>	<b>116,950</b>	<b>314,640</b>
<b>NET EXPENDITURE</b>	<b>267,260</b>	<b>2,986,900</b>	<b>1,490,390</b>	<b>4,744,550</b>

REVENUE BUDGET				
<b>SERVICE</b>		<b>Street Scene</b>		
<b>SERVICE DESCRIPTION</b>		Street Scene services include the provision of public conveniences including the community toilet scheme, canine control, allotment management and cemetery services		
<b>SERVICE MANAGER</b>		Head of Environment & Land Management		
<b>BUDGET MANAGER</b>		Environmental Operations Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
		£		
432,654	462,280	453,020	EXPENDITURE	
113,051	71,730	88,590	Employees	433,490
37,516	48,520	35,220	Premises	69,160
24,602	21,420	21,720	Supplies and Services	37,570
			Transport	22,250
<b>607,822</b>	<b>603,950</b>	<b>598,550</b>	<b>TOTAL EXPENDITURE</b>	<b>562,470</b>
			INCOME	
-	-	-	Grants	-
(156,194)	(128,000)	(119,600)	Fees and Charges	(130,500)
<b>451,629</b>	<b>475,950</b>	<b>478,950</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>431,970</b>
			RECHARGES & CAPITAL CHARGES	
491,323	533,310	533,310	Support Services	535,030
4,484	9,120	9,120	Capital Charges	4,490
(696,450)	(728,680)	(728,680)	Recharges	(704,230)
-	-	-	Transfers to/from Reserves	-
<b>250,986</b>	<b>289,700</b>	<b>292,700</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>267,260</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>289,700</b>	COMMENTS	
Employees		(9,260)	Salary savings	
Premises		16,860	Additional toilet cleaning costs due to COVID-19	
Supplies and Services		(10,000)	Reduction in kennel and vet fees	
Supplies and Services		(8,000)	Reduction in community toilet scheme grants	
Supplies and Services		4,700		
Transport		300		
Fees and Charges		8,400	Reduction in cemetery and allotment income	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>292,700</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>289,700</b>	COMMENTS	
Employees		(28,790)	Salary savings as part of corporate saving initiative	
Premises		(2,570)		
Supplies and Services		(10,950)	Savings in kennel and vet fees	
Transport		830		
Fees and Charges		(2,500)		
Support Services		1,720		
Capital Charges		(4,630)		
Recharges		24,450		
<b>Base Budget 2021/22</b>		<b>267,260</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Refuse, Recycling and Street Cleansing</b>		
<b>SERVICE DESCRIPTION</b>		Monitoring and management of the Council's refuse, recycling and street cleansing contract with Biffa, delivered through the Mid Kent Waste Partnership with Swale, Maidstone and Kent County Councils.		
<b>SERVICE MANAGER</b>		Head of Environment & Land Management		
<b>BUDGET MANAGER</b>		Environmental Contracts and Enforcement Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	2020/21		2021/22
£	£	£		£
12,327	-	3,980	EXPENDITURE	-
27,309	30,000	21,020	Employees	17,000
3,932,269	4,009,270	4,001,270	Premises	3,949,500
333	-	2,000	Supplies and Services	-
<b>3,972,237</b>	<b>4,039,270</b>	<b>4,028,270</b>	Transport	-
			<b>TOTAL EXPENDITURE</b>	<b>3,966,500</b>
(272,000)	(272,000)	(272,000)	INCOME	(272,000)
(778,969)	(685,000)	(839,450)	Grants	(1,070,000)
<b>2,921,268</b>	<b>3,082,270</b>	<b>2,916,820</b>	Fees and Charges	<b>2,624,500</b>
			<b>NET CONTROLLABLE EXPENDITURE</b>	
568,735	549,640	549,640	RECHARGES & CAPITAL CHARGES	522,700
-	-	-	Support Services	-
(158,003)	(160,300)	(160,300)	Capital Charges	(160,300)
-	(50,330)	(51,880)	Recharges	-
<b>3,332,001</b>	<b>3,421,280</b>	<b>3,254,280</b>	Transfers to/from Reserves	-
			<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>2,986,900</b>
<b>ANALYSIS OF OUTTURN VARIATIONS</b>				
<b>Base Budget 2020/21</b>		<b>3,421,280</b>	<b>COMMENTS</b>	
Employees		3,980		
Premises		(8,980)	Saving in unscheduled works	
Supplies and Services		(8,000)	Saving in printing costs	
Transport		2,000		
Fees and Charges		(154,450)	Increase in garden waste and other bin charges	
Transfers to/from Reserves		(1,550)		
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>3,254,280</b>		
<b>ANALYSIS OF BUDGET VARIATIONS</b>				
<b>Base Budget 2020/21</b>		<b>3,421,280</b>	<b>COMMENTS</b>	
Premises		(13,000)	Reduction in unscheduled works	
Supplies and Services		(36,500)	Reduction in need for replacement bin containers	
Supplies and Services		(15,350)	Saving on waste contract	
Supplies and Services		(7,920)	Other general savings	
Fees and Charges		(265,000)	Increase in garden waste income	
Fees and Charges		(120,000)		
Fees and Charges		(60,000)	Increase in other bin charges	
Support Services		(26,940)		
Transfers to/from Reserves		50,330	Reserves movement taken out of service area	
<b>Base Budget 2021/22</b>		<b>2,926,900</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Grounds Maintenance</b>		
<b>SERVICE DESCRIPTION</b>		Provision of the Council's in house grounds maintenance service which includes, health and safety inspections of and repairs to council play areas, lifebelt inspections, priority culvert inspections and repairs, maintenance of trees, hedges, paths and fences on and around public land, grass cutting of sports pitches, public amenity land and highways verges, maintenance of borough gateways.		
<b>SERVICE MANAGER</b>		Head of Environment & Land Management		
<b>BUDGET MANAGER</b>		Grounds Maintenance Operations Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
£	£	£		£
990,718	1,105,600	1,121,410	EXPENDITURE	
361,623	339,650	280,830	Employees	1,126,360
268,954	178,180	210,180	Premises	276,290
183,067	187,400	197,400	Supplies and Services	190,200
			Transport	188,410
<b>1,804,361</b>	<b>1,810,830</b>	<b>1,809,820</b>	<b>TOTAL EXPENDITURE</b>	<b>1,781,260</b>
			INCOME	
-	-	-	Grants	-
(237,071)	(343,690)	(289,960)	Fees and Charges	(407,820)
<b>1,567,291</b>	<b>1,467,140</b>	<b>1,519,860</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>1,373,440</b>
			RECHARGES & CAPITAL CHARGES	
185,172	242,540	242,540	Support Services	216,200
94,153	92,480	92,480	Capital Charges	94,150
(191,565)	(180,000)	(180,000)	Recharges	(193,400)
-	120,000	65,000	Transfers to/from Reserves	-
<b>1,655,051</b>	<b>1,742,160</b>	<b>1,739,880</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>1,490,390</b>
<b>ANALYSIS OF OUTTURN VARIATIONS</b>				
<b>Base Budget 2020/21</b>		<b>1,742,160</b>	<b>COMMENTS</b>	
Employees		15,810	Pension and training costs	
Premises		(45,500)	Savings in unscheduled works, some of which has been reprofiled to consumables and materials	
Premises		(20,500)	Reduction in bedding plants, skip hire and pest control	
Premises		7,180	Business Rates	
Supplies and Services		32,000	Consumables and materials	
Transport		10,000	Hire of additional vehicles	
Fees and Charges		53,730	Reduction in commercial income due to COVID-19 restrictions	
Transfers to/from Reserves		(55,000)	Reduction in transfer to reserve due to loss of income	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>1,739,880</b>		
<b>ANALYSIS OF BUDGET VARIATIONS</b>				
<b>Base Budget 2020/21</b>		<b>1,742,160</b>	<b>COMMENTS</b>	
Employees		20,760	Regradings and pensions	
Premises		(43,500)	Unscheduled works budget moved to supplies and services	
Premises		(15,000)	Saving in bedding plants as part of the corporate saving	
Premises		(13,000)	Other general savings	
Premises		(11,860)	Saving in premises insurance	
Premises		20,000	Increase in trees and hedges surveys	
Supplies and Services		42,250	Budget moved from premises	
Supplies and Services		(30,230)	Removal of concurrent functions grant as part of corporate savings	
Transport		1,010		
Fees and Charges		(80,000)	Increase in cost of works recovered and commercial income	
Fees and Charges		15,870	Reduction in commuted sum funding	
Support Services		(26,340)		
Capital Charges		1,670		
Recharges		(13,400)	Increased charge to HRA	
Transfers to/from Reserves		(120,000)	Reserves movement taken out of service area	
<b>Base Budget 2021/22</b>		<b>1,490,390</b>		

REVENUE BUDGET				
Finance and IT				
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
£	£	£		£
97,067	91,450	46,740	Accountancy	26,610
614,378	804,840	747,570	Benefits Administration	778,920
232,757	203,410	198,610	Investigations & Enforcement	215,630
309,703	487,940	428,510	Council Tax Collection	367,610
(642,495)	(175,000)	(175,000)	Housing Benefits Payments	(280,000)
(91,281)	(40,090)	(43,970)	NNDR Collection	(52,920)
1,944,184	1,406,310	1,406,310	Non-Distributed Costs	1,454,530
76,353	68,000	80,360	Exchequer	57,540
121	2,100	(15,320)	Debtors/Debt Recovery	30
761	(10)	(10)	Audit Partnership	(20)
79,311	26,310	28,290	ICT	11,080
29	220	12,240	Telephony	30
1,020,871	782,980	783,880	Strategic Corporate Costs	690,750
<b>3,641,762</b>	<b>3,658,460</b>	<b>3,498,210</b>	<b>SERVICE EXPENDITURE</b>	<b>3,269,790</b>



SUBJECTIVE ANALYSIS - 2021/22 ESTIMATE							
Finance and IT							
	Accountancy	Benefits Administration	Investigations & Enforcement	Council Tax Collection	Housing Benefits Payments	NNDR Collection	Non-Distributed Costs
EXPENDITURE							
Employees	437,850	705,960	230,670	472,230	-	11,390	1,695,000
Premises	-	-	-	-	-	-	-
Supplies and Services	140,600	132,000	17,400	182,500	26,250,000	98,400	-
Transport	8,590	10,600	8,210	4,370	-	170	-
<b>TOTAL EXPENDITURE</b>	<b>587,040</b>	<b>848,560</b>	<b>256,280</b>	<b>659,100</b>	<b>26,250,000</b>	<b>109,960</b>	<b>1,695,000</b>
INCOME							
Grants	-	( 400,000)	( 40,040)	( 320,000)	( 25,275,000)	( 180,000)	-
Fees & Charges	( 17,730)	( 1,000)	-	( 360,000)	( 1,255,000)	( 25,000)	-
<b>TOTAL INCOME</b>	<b>( 17,730)</b>	<b>( 401,000)</b>	<b>( 40,040)</b>	<b>( 680,000)</b>	<b>( 26,530,000)</b>	<b>( 205,000)</b>	<b>-</b>
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>569,310</b>	<b>447,560</b>	<b>216,240</b>	<b>( 20,900)</b>	<b>( 280,000)</b>	<b>( 95,040)</b>	<b>1,695,000</b>
NON CONTROLLABLE ITEMS							
Support Services	250,390	331,360	37,390	388,510	-	42,120	35,130
Capital Charges	-	-	-	-	-	-	-
Recharges	( 793,090)	-	( 38,000)	-	-	-	( 275,600)
Transfers to/from Reserves	-	-	-	-	-	-	-
<b>TOTAL NON-CONTROLLABLE ITEMS</b>	<b>( 542,700)</b>	<b>331,360</b>	<b>( 610)</b>	<b>388,510</b>	<b>-</b>	<b>42,120</b>	<b>( 240,470)</b>
<b>NET EXPENDITURE</b>	<b>26,610</b>	<b>778,920</b>	<b>215,630</b>	<b>367,610</b>	<b>( 280,000)</b>	<b>( 52,920)</b>	<b>1,454,530</b>
	Exchequer	Debtors/Debt Recovery	Audit Partnership	ICT	Telephony	Strategic Corporate Costs	Total
EXPENDITURE							
Employees	208,270	54,400	-	662,970	-	234,460	4,713,200
Premises	-	-	-	-	-	2,000	2,000
Supplies and Services	143,000	1,800	168,000	470,760	70,000	102,050	27,776,510
Transport	-	-	-	3,050	-	14,840	49,830
<b>TOTAL EXPENDITURE</b>	<b>351,270</b>	<b>56,200</b>	<b>168,000</b>	<b>1,136,780</b>	<b>70,000</b>	<b>353,350</b>	<b>32,541,540</b>
INCOME							
Grants	-	-	-	-	-	-	( 26,215,040)
Fees & Charges	-	-	-	( 4,000)	-	-	( 1,662,730)
<b>TOTAL INCOME</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>( 4,000)</b>	<b>-</b>	<b>-</b>	<b>( 27,877,770)</b>
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>351,270</b>	<b>56,200</b>	<b>168,000</b>	<b>1,132,780</b>	<b>70,000</b>	<b>353,350</b>	<b>4,663,770</b>
NON CONTROLLABLE ITEMS							
Support Services	80,070	48,990	1,220	142,700	840	1,190,200	2,548,920
Capital Charges	-	-	-	5,040	-	-	5,040
Recharges	( 373,800)	( 105,160)	( 169,240)	( 1,269,440)	( 70,810)	( 852,800)	( 3,947,940)
Transfers to/from Reserves	-	-	-	-	-	-	-
<b>TOTAL NON-CONTROLLABLE ITEMS</b>	<b>( 293,730)</b>	<b>( 56,170)</b>	<b>( 168,020)</b>	<b>( 1,121,700)</b>	<b>( 69,970)</b>	<b>337,400</b>	<b>( 1,393,980)</b>
<b>NET EXPENDITURE</b>	<b>57,540</b>	<b>30</b>	<b>( 20)</b>	<b>11,080</b>	<b>30</b>	<b>690,750</b>	<b>3,269,790</b>

REVENUE BUDGET				
<b>SERVICE</b>		<b>Accountancy</b>		
<b>SERVICE DESCRIPTION</b>		Provision of Accountancy, Treasury Management and Insurance services. These costs are fully recharged to services.		
<b>SERVICE MANAGER</b>		Head of Finance & IT		
<b>BUDGET MANAGER</b>		Head of Finance & IT		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
£	£	£		£
475,421	535,460	490,750	EXPENDITURE	437,850
2,097	-	-	Employees	-
1,030,324	138,600	138,600	Premises	140,600
6,123	4,800	4,800	Supplies and Services	8,590
<b>1,513,965</b>	<b>678,860</b>	<b>634,150</b>	<b>TOTAL EXPENDITURE</b>	<b>587,040</b>
-	-	-	INCOME	-
(104,092)	-	-	Grants	(17,730)
<b>1,409,872</b>	<b>678,860</b>	<b>634,150</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>569,310</b>
253,972	243,190	243,190	RECHARGES & CAPITAL CHARGES	250,390
-	-	-	Support Services	-
(1,566,778)	(830,600)	(830,600)	Capital Charges	(793,090)
-	-	-	Recharges	-
<b>97,067</b>	<b>91,450</b>	<b>46,740</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>26,610</b>
-	-	-	Transfers to/from Reserves	-
<b>ANALYSIS OF OUTTURN VARIATIONS</b>				
<b>Base Budget 2020/21</b>		<b>91,450</b>	<b>COMMENTS</b>	
Employees		(44,710)	Salary savings	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>46,740</b>		
<b>ANALYSIS OF BUDGET VARIATIONS</b>				
<b>Base Budget 2020/21</b>		<b>91,450</b>	<b>COMMENTS</b>	
Employees		(97,610)	Insurance Officer post to Environmental Health and removal of 1FTE	
Supplies and Services		2,000		
Transport		3,790		
Fees and Charges		(17,730)	Recharge for external accountancy services	
Support Services		7,200		
Recharges		37,510		
<b>Base Budget 2021/22</b>		<b>26,610</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Benefits Administration</b>		
<b>SERVICE DESCRIPTION</b>		Administration of Housing and Council Tax Benefit on behalf of the Department of Works and Pensions		
<b>SERVICE MANAGER</b>		Head of Finance & IT		
<b>BUDGET MANAGER</b>		Revenues and Benefits Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
£	£	£		£
685,828	680,580	655,710	EXPENDITURE	
-	-	-	Employees	705,960
127,652	141,000	141,000	Premises	-
12,871	11,000	11,000	Supplies and Services	132,000
			Transport	10,600
<b>826,351</b>	<b>832,580</b>	<b>807,710</b>	<b>TOTAL EXPENDITURE</b>	<b>848,560</b>
(538,053)	(350,000)	(382,400)	INCOME	
(4,320)	(1,000)	(1,000)	Grants	(400,000)
			Fees and Charges	(1,000)
<b>283,978</b>	<b>481,580</b>	<b>424,310</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>447,560</b>
330,001	323,260	323,260	RECHARGES & CAPITAL CHARGES	
-	-	-	Support Services	331,360
400	-	-	Capital Charges	-
-	-	-	Recharges	-
			Transfers to/from Reserves	-
<b>614,378</b>	<b>804,840</b>	<b>747,570</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>778,920</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>804,840</b>	COMMENTS	
Employees		(24,870)	Salary savings	
Grants		(32,400)	Additional grant income received	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>747,570</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>804,840</b>	COMMENTS	
Employees		25,380	Post moved from Council Tax collection	
Supplies and Services		(9,000)	Savings as part of corporate savings initiative	
Transport		(400)		
Grants		(50,000)	Increase in government grants	
Support Services		8,100		
<b>Base Budget 2021/22</b>		<b>778,920</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Investigations &amp; Enforcement</b>		
<b>SERVICE DESCRIPTION</b>		To deliver and promote an anti fraud and corruption culture throughout the authority through awareness and training in order to deter, prevent and detect incidents of fraud		
<b>SERVICE MANAGER</b>		Director of Finance & Economy		
<b>BUDGET MANAGER</b>		Investigation Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
		£		
201,513	235,140	230,340	EXPENDITURE	
-	-	-	Employees	230,670
140,425	98,000	98,000	Premises	-
12,401	8,210	8,210	Supplies and Services	17,400
			Transport	8,210
<b>354,339</b>	<b>341,350</b>	<b>336,550</b>	<b>TOTAL EXPENDITURE</b>	<b>256,280</b>
(46,253)	(40,400)	(40,400)	INCOME	
(86,209)	(109,470)	(109,470)	Grants	(40,040)
			Fees and Charges	-
<b>221,877</b>	<b>191,480</b>	<b>186,680</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>216,240</b>
48,880	49,930	49,930	RECHARGES & CAPITAL CHARGES	
-	-	-	Support Services	37,390
(38,000)	(38,000)	(38,000)	Capital Charges	-
-	-	-	Recharges	(38,000)
			Transfers to/from Reserves	-
<b>232,757</b>	<b>203,410</b>	<b>198,610</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>215,630</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>203,410</b>	COMMENTS	
Employees		(4,800)		
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>198,610</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>203,410</b>	COMMENTS	
Employees		(4,470)		
Supplies and Services		(6,000)	Reduction in legal fees as part of corporate savings initiative	
Supplies and Services		(25,000)	Reduction in computer software	
Supplies and Services		(49,600)	Reduction in IDIS data hub subscription	
Grants		360		
Fees and Charges		25,000	Computer software no longer recharged	
Fees and Charges		49,600	IDIS data hub subscription no longer recharged	
Fees and Charges		34,870	Reduced income from partnership working	
Support Services		(12,540)		
<b>Base Budget 2021/22</b>		<b>215,630</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Council Tax Collection</b>		
<b>SERVICE DESCRIPTION</b>		Collection and administration of Council Tax		
<b>SERVICE MANAGER</b>		Head of Finance & IT		
<b>BUDGET MANAGER</b>		Revenues and Benefits Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
£	£	£		£
428,901	541,360	481,930	EXPENDITURE	
-	-	-	Employees	472,230
187,890	196,000	196,000	Premises	-
2,877	4,900	4,900	Supplies and Services	182,500
			Transport	4,370
<b>619,668</b>	<b>742,260</b>	<b>682,830</b>	<b>TOTAL EXPENDITURE</b>	<b>659,100</b>
(312,707)	(290,000)	(290,000)	INCOME	(320,000)
(404,071)	(360,000)	(360,000)	Grants	(360,000)
			Fees and Charges	
<b>(97,109)</b>	<b>92,260</b>	<b>32,830</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(20,900)</b>
406,812	395,680	395,680	RECHARGES & CAPITAL CHARGES	-
-	-	-	Support Services	388,510
-	-	-	Capital Charges	-
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
<b>309,703</b>	<b>487,940</b>	<b>428,510</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>367,610</b>
<b>ANALYSIS OF OUTTURN VARIATIONS</b>				
<b>Base Budget 2020/21</b>		<b>487,940</b>	<b>COMMENTS</b>	
Employees		(59,430)	Salary savings	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>428,510</b>		
<b>ANALYSIS OF BUDGET VARIATIONS</b>				
<b>Base Budget 2020/21</b>		<b>487,940</b>	<b>COMMENTS</b>	
Employees		(69,130)	Post moved to Benefits Administration and reduction of 1 FTE	
Supplies and Services		(13,500)	Various savings as part of corporate savings initiative	
Transport		(530)		
Grants		(30,000)	Increase in government grants	
Support Services		(7,170)		
<b>Base Budget 2021/22</b>		<b>367,610</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Housing Benefits Payments</b>		
<b>SERVICE DESCRIPTION</b>		Payment of Housing Benefits to Private Tenants (Rent Allowances) to Council Tenants (Rent Rebates) and Council Tax Benefits		
<b>SERVICE MANAGER</b>		Head of Finance & IT		
<b>BUDGET MANAGER</b>		Revenues and Benefits Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
£	£	£		£
-	-	-	EXPENDITURE	-
-	-	-	Employees	-
29,821,617	30,250,000	30,250,000	Premises	-
-	-	-	Supplies and Services	26,250,000
-	-	-	Transport	-
<b>29,821,617</b>	<b>30,250,000</b>	<b>30,250,000</b>	<b>TOTAL EXPENDITURE</b>	<b>26,250,000</b>
(28,858,959)	(29,275,000)	(29,275,000)	INCOME	
(1,605,153)	(1,150,000)	(1,150,000)	Grants	(25,275,000)
			Fees and Charges	(1,255,000)
<b>(642,495)</b>	<b>(175,000)</b>	<b>(175,000)</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(280,000)</b>
-	-	-	RECHARGES & CAPITAL CHARGES	
-	-	-	Support Services	-
-	-	-	Capital Charges	-
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
<b>(642,495)</b>	<b>(175,000)</b>	<b>(175,000)</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>(280,000)</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>(175,000)</b>	COMMENTS	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>(175,000)</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>(175,000)</b>	COMMENTS	
Supplies and Services	(4,000,000)	(4,000,000)	Universal credit has led to fewer housing benefit payments being issued	
Grants	4,000,000	4,000,000	Less grants received in correlation to fewer housing benefit being paid	
Fees and Charges	(105,000)	(105,000)	Increase in collection of HB overpayments	
<b>Base Budget 2021/22</b>	<b>(280,000)</b>	<b>(280,000)</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>NNDR Collection</b>		
<b>SERVICE DESCRIPTION</b>		Collection on behalf of Central Government of the National Non-Domestic Rates provided by Canterbury City Council		
<b>SERVICE MANAGER</b>		Head of Finance & IT		
<b>BUDGET MANAGER</b>		Revenues and Benefits Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
£	£	£		£
14,395	22,230	18,350	EXPENDITURE	
-	-	-	Employees	11,390
70,789	99,800	99,800	Premises	-
176	460	460	Supplies and Services	98,400
			Transport	170
<b>85,360</b>	<b>122,490</b>	<b>118,610</b>	<b>TOTAL EXPENDITURE</b>	<b>109,960</b>
			INCOME	
(201,084)	(180,000)	(180,000)	Grants	(180,000)
(18,360)	(25,000)	(25,000)	Fees and Charges	(25,000)
<b>(134,084)</b>	<b>(82,510)</b>	<b>(86,390)</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(95,040)</b>
			RECHARGES & CAPITAL CHARGES	
42,803	42,420	42,420	Support Services	42,120
-	-	-	Capital Charges	-
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
<b>(91,281)</b>	<b>(40,090)</b>	<b>(43,970)</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>(52,920)</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>(40,090)</b>	COMMENTS	
Employees		(3,880)		
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>(43,970)</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>(40,090)</b>	COMMENTS	
Employees		(10,840)	Salary saving as part of corporate savings initiative	
Supplies and Services		(1,400)		
Transport		(290)		
Support Services		(300)		
<b>Base Budget 2021/22</b>		<b>(52,920)</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Non-Distributed Costs</b>		
<b>SERVICE DESCRIPTION</b>		Those costs that are specifically excluded (by CIPFA's Code of Practice) from full allocation to individual services because to include them would distort the true cost of those services within the accounting year. The only costs that this Council can presently treat as NDC are pension costs relating to Retired Officers Pensions and Back funding of the Superannuation Scheme (i.e. the recovery of the pension fund deficit).		
<b>SERVICE MANAGER</b>		Head of Finance & IT		
<b>BUDGET MANAGER</b>		Head of Finance & IT		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
£	£	£		£
2,000,537	1,697,000	1,737,540	EXPENDITURE	1,695,000
16,081	-	-	Employees	-
240,355	-	-	Premises	-
2,171	-	-	Supplies and Services	-
	-	-	Transport	-
<b>2,259,145</b>	<b>1,697,000</b>	<b>1,737,540</b>	<b>TOTAL EXPENDITURE</b>	<b>1,695,000</b>
-	-	-	INCOME	-
(66,861)	-	(40,540)	Grants	-
			Fees and Charges	-
<b>2,192,284</b>	<b>1,697,000</b>	<b>1,697,000</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>1,695,000</b>
27,881	40,540	40,540	RECHARGES & CAPITAL CHARGES	35,130
(275,981)	(331,230)	(331,230)	Support Services	(275,600)
			Recharges	
<b>1,944,184</b>	<b>1,406,310</b>	<b>1,406,310</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>1,454,530</b>
<b>ANALYSIS OF OUTTURN VARIATIONS</b>				
<b>Base Budget 2020/21</b>		<b>1,406,310</b>	COMMENTS	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>1,406,310</b>		
<b>ANALYSIS OF BUDGET VARIATIONS</b>				
<b>Base Budget 2020/21</b>		<b>1,406,310</b>	COMMENTS	
Employees		(2,000)		
Support Services		(5,410)		
Recharges		55,630		
<b>Base Budget 2021/22</b>		<b>1,454,530</b>		



REVENUE BUDGET				
<b>SERVICE</b>		<b>Exchequer</b>		
<b>SERVICE DESCRIPTION</b>		Provision for Creditors, income management functions, includes bank charges and treasury management fee. The costs are fully recharged to services.		
<b>SERVICE MANAGER</b>		Head of Finance & IT		
<b>BUDGET MANAGER</b>		Exchequer Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
		£		
204,315	216,220	192,830	EXPENDITURE	
-	-	-	Employees	208,270
157,194	138,000	173,750	Premises	-
-	-	-	Supplies and Services	143,000
			Transport	-
<b>361,509</b>	<b>354,220</b>	<b>366,580</b>	<b>TOTAL EXPENDITURE</b>	<b>351,270</b>
-	-	-	INCOME	
-	-	-	Grants	-
			Fees and Charges	-
<b>361,509</b>	<b>354,220</b>	<b>366,580</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>351,270</b>
104,402	84,780	84,780	RECHARGES & CAPITAL CHARGES	
-	-	-	Support Services	80,070
(389,558)	(371,000)	(371,000)	Capital Charges	-
-	-	-	Recharges	(373,800)
			Transfers to/from Reserves	-
<b>76,353</b>	<b>68,000</b>	<b>80,360</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>57,540</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>68,000</b>	COMMENTS	
Employees		(23,390)	Salary savings	
Supplies and Services		35,750	Migration of payments system to Cloud	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>80,360</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>68,000</b>	COMMENTS	
Employees		(7,950)	Salary saving as part of corporate savings initiative	
Supplies and Services		5,000	Increase in computer software cost for Cloud system	
Support Services		(4,710)		
Recharges		(2,800)		
<b>Base Budget 2021/22</b>		<b>57,540</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Debtors/Debt Recovery</b>		
<b>SERVICE DESCRIPTION</b>		Collection of sundry debtors due to ABC		
<b>SERVICE MANAGER</b>		Head of Finance & IT		
<b>BUDGET MANAGER</b>		Revenues and Benefits Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
		£		
65,635	69,150	59,730	EXPENDITURE	
-	-	-	Employees	54,400
761	10,300	2,300	Premises	-
17	-	-	Supplies and Services	1,800
			Transport	-
<b>66,413</b>	<b>79,450</b>	<b>62,030</b>	<b>TOTAL EXPENDITURE</b>	<b>56,200</b>
-	-	-	INCOME	-
-	-	-	Grants	-
			Fees and Charges	-
<b>66,413</b>	<b>79,450</b>	<b>62,030</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>56,200</b>
58,366	48,950	48,950	RECHARGES & CAPITAL CHARGES	
-	-	-	Support Services	48,990
(124,658)	(126,300)	(126,300)	Capital Charges	-
-	-	-	Recharges	(105,160)
			Transfers to/from Reserves	-
<b>121</b>	<b>2,100</b>	<b>(15,320)</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>30</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>2,100</b>	COMMENTS	
Employees		(9,420)	Reduced hours	
Supplies and Services		(8,000)	Savings in postage, computer hardware and software	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>(15,320)</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>2,100</b>	COMMENTS	
Employees		(14,750)	Reduced hours	
Supplies and Services		(8,500)	Various savings as part of corporate savings initiative	
Support Services		40		
Recharges		21,140		
<b>Base Budget 2021/22</b>		<b>30</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Audit Partnership</b>		
<b>SERVICE DESCRIPTION</b>		The four-way Audit Partnership with Maidstone, Swale and Tunbridge Wells is responsible for internal audit within the four councils. The total cost is fully allocated to services.		
<b>SERVICE MANAGER</b>		Head of Finance & IT		
<b>BUDGET MANAGER</b>		Head of Finance & IT		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
		£		
-	-	-	EXPENDITURE	-
-	-	-	Employees	-
169,348	167,220	167,220	Premises	-
-	-	-	Supplies and Services	168,000
-	-	-	Transport	-
<b>169,348</b>	<b>167,220</b>	<b>167,220</b>	<b>TOTAL EXPENDITURE</b>	<b>168,000</b>
-	-	-	INCOME	-
-	-	-	Grants	-
-	-	-	Fees and Charges	-
<b>169,348</b>	<b>167,220</b>	<b>167,220</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>168,000</b>
1,065	1,330	1,330	RECHARGES & CAPITAL CHARGES	
-	-	-	Support Services	1,220
(169,652)	(168,560)	(168,560)	Capital Charges	-
-	-	-	Recharges	(169,240)
-	-	-	Transfers to/from Reserves	-
<b>761</b>	<b>(10)</b>	<b>(10)</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>(20)</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>(10)</b>	COMMENTS	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>(10)</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>(10)</b>	COMMENTS	
Supplies & Services		780		
Support Services		(110)		
Recharges		(680)		
<b>Base Budget 2021/22</b>		<b>(20)</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>ICT</b>		
<b>SERVICE DESCRIPTION</b>		Provision of IT support to all services and to lead in the development of new applications, including GIS. Also includes Print Room and Multi Functional Devices.		
<b>SERVICE MANAGER</b>		Director of Finance & Economy		
<b>BUDGET MANAGER</b>		IT Operations Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	2020/21		2021/22
£	£	£		£
608,105	691,590	679,570	EXPENDITURE	
477,192	488,870	478,870	Employees	662,970
7,084	3,050	3,050	Supplies and Services	470,760
			Transport	3,050
<b>1,092,381</b>	<b>1,183,510</b>	<b>1,161,490</b>	<b>TOTAL EXPENDITURE</b>	<b>1,136,780</b>
			INCOME	
-	-	-	Grants	-
(29,335)	(29,000)	(5,000)	Fees and Charges	(4,000)
<b>1,063,046</b>	<b>1,154,510</b>	<b>1,156,490</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>1,132,780</b>
			RECHARGES & CAPITAL CHARGES	
148,112	146,120	146,120	Support Services	142,700
5,037	5,040	5,040	Capital Charges	5,040
(1,136,885)	(1,279,360)	(1,279,360)	Recharges	(1,269,440)
-	-	-	Transfers to/from Reserves	-
<b>79,311</b>	<b>26,310</b>	<b>28,290</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>11,080</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>26,310</b>	COMMENTS	
Employees		(12,020)	Salary savings	
Supplies and Services		(10,000)	Saving in printing paper and click charges	
Fees and Charges		20,000	Reduction in income for IT service to external body	
Fees and Charges		4,000	Reduction in external printing income	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>28,290</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>26,310</b>	COMMENTS	
Employees		(28,620)	Salary saving as part of corporate initiative	
Supplies and Services		(18,110)	Saving in printer hire, materials and click charges as part of corporate savings initiative	
Fees and Charges		5,000	Reduction in external printing income	
Fees and Charges		20,000	Reduction in income for IT service to external body	
Support Services		(3,420)		
Recharges		9,920		
<b>Base Budget 2021/22</b>		<b>11,080</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Telephony</b>		
<b>SERVICE DESCRIPTION</b>		All the organisations telephone are charged here then re-charged to individual services		
<b>SERVICE MANAGER</b>		Director of Finance & Economy		
<b>BUDGET MANAGER</b>		IT Operations Manager		
ACTUAL 2019/20 £	BUDGET 2020/21 £	PROJECTED OUTTURN 2020/21 £	DETAIL	ESTIMATE 2021/22 £
15,749	250	12,270	EXPENDITURE	
-	-	-	Employees	-
68,912	79,000	79,000	Premises	-
389	-	-	Supplies and Services	70,000
			Transport	-
<b>85,050</b>	<b>79,250</b>	<b>91,270</b>	<b>TOTAL EXPENDITURE</b>	<b>70,000</b>
(69)	-	-	INCOME	
			Fees and Charges	-
<b>84,981</b>	<b>79,250</b>	<b>91,270</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>70,000</b>
3,771	3,460	3,460	RECHARGES & CAPITAL CHARGES	
(88,723)	(82,490)	(82,490)	Support Services	840
-	-	-	Recharges	(70,810)
			Transfers to/from Reserves	-
<b>29</b>	<b>220</b>	<b>12,240</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>30</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>220</b>	COMMENTS	
Employees		12,020	Restructuring cost	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>12,240</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>220</b>	COMMENTS	
Employees		(250)	Reduction in telephony cost as part of corporate savings initiative	
Supplies and Services		(9,000)		
Support Services		(2,620)		
Recharges		11,680		
<b>Base Budget 2021/22</b>		<b>30</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Strategic Corporate Costs</b>		
<b>SERVICE DESCRIPTION</b>		Provision of Corporate and Management Team costs, staff representation and an allocation for staff costs charged to projects. Vacancy savings are also vireo here as they occur during the year.		
<b>SERVICE MANAGER</b>		Head of Finance & IT		
<b>BUDGET MANAGER</b>		Head of Finance & IT		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
£	£	£		£
580,092	359,560	360,460	EXPENDITURE	
889	2,000	2,000	Employees	234,460
97,574	102,050	102,050	Premises	2,000
20,196	20,340	20,340	Supplies and Services	102,050
			Transport	14,840
<b>698,750</b>	<b>483,950</b>	<b>484,850</b>	<b>TOTAL EXPENDITURE</b>	<b>353,350</b>
-	-	-	INCOME	
(8,280)	-	-	Grants	-
			Fees and Charges	-
<b>690,470</b>	<b>483,950</b>	<b>484,850</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>353,350</b>
1,325,495	1,282,510	1,282,510	RECHARGES & CAPITAL CHARGES	
-	-	-	Support Services	1,190,200
(995,093)	(983,480)	(983,480)	Capital Charges	-
-	-	-	Recharges	(852,800)
			Transfers to/from Reserves	-
<b>1,020,871</b>	<b>782,980</b>	<b>783,880</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>690,750</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>782,980</b>	COMMENTS	
Employees		900		
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>783,880</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>782,980</b>	COMMENTS	
Employees		(125,100)	Removal of director post as part of corporate savings initiative	
Transport		(5,500)		
Support Services		(92,310)		
Recharges		130,680		
<b>Base Budget 2021/22</b>		<b>690,750</b>		

<b>REVENUE BUDGET</b>				
<b>Housing General Fund</b>				
<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>DETAIL</b>	<b>ESTIMATE</b>
<b>2019/20</b>	<b>2020/21</b>	<b>OUTTURN</b>		<b>2021/22</b>
<b>£</b>	<b>£</b>	<b>2020/21</b>		<b>£</b>
<b>£</b>	<b>£</b>	<b>£</b>		<b>£</b>
1,218,720	609,520	1,001,445	Housing Options	605,150
246,327	3,620	-	Refugee Project	-
211,809	144,600	144,600	Private Sector Housing	207,030
89,613	96,760	95,360	Housing Strategy and Enabling	114,600
25,642	5,750	(14,180)	Gypsy Site - Chilmington	(12,580)
<b>1,792,111</b>	<b>860,250</b>	<b>1,227,225</b>	<b>SERVICE EXPENDITURE</b>	<b>914,200</b>

**SUBJECTIVE ANALYSIS - 2021/22 ESTIMATE**  
**Housing General Fund**

	Housing Options	Refugee Project	Private Sector Housing	Housing Strategy and Enabling	Gypsy Site - Chilmington	Total
<b>EXPENDITURE</b>						
Employees	749,580	257,120	160,980	75,110	15,980	1,258,770
Premises	1,533,820	100,000	-	-	30,000	1,663,820
Supplies and Services	775,200	260,000	20,000	15,680	1,670	1,072,550
Transport	25,110	6,240	6,810	4,110	1,040	43,310
<b>TOTAL EXPENDITURE</b>	<b>3,083,710</b>	<b>623,360</b>	<b>187,790</b>	<b>94,900</b>	<b>48,690</b>	<b>4,038,450</b>
<b>INCOME</b>						
Grants	( 547,510)	( 623,360)	-	-	-	( 1,170,870)
Fees & Charges	( 2,217,000)	-	( 23,500)	-	( 75,450)	( 2,315,950)
<b>TOTAL INCOME</b>	<b>( 2,764,510)</b>	<b>( 623,360)</b>	<b>( 23,500)</b>	<b>-</b>	<b>( 75,450)</b>	<b>( 3,486,820)</b>
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>319,200</b>	<b>-</b>	<b>164,290</b>	<b>94,900</b>	<b>( 26,760)</b>	<b>551,630</b>
<b>NON CONTROLLABLE ITEMS</b>						
Support Services	277,930	-	42,740	19,700	6,530	346,900
Capital Charges	8,020	-	-	-	7,650	15,670
Recharges	-	-	-	-	-	-
Transfers to/from Reserves	-	-	-	-	-	-
<b>TOTAL NON-CONTROLLABLE ITEMS</b>	<b>285,950</b>	<b>-</b>	<b>42,740</b>	<b>19,700</b>	<b>14,180</b>	<b>362,570</b>
<b>NET EXPENDITURE</b>	<b>605,150</b>	<b>-</b>	<b>207,030</b>	<b>114,600</b>	<b>( 12,580)</b>	<b>914,200</b>



REVENUE BUDGET				
<b>SERVICE</b>		<b>Housing Options</b>		
<b>SERVICE DESCRIPTION</b>		The administration of the homeless service including B & B, Christchurch House, providing housing advice and maintenance of the housing register Lettings, ABC Lettings and Private Sector Leasing		
<b>SERVICE MANAGER</b>		Head of Housing		
<b>BUDGET MANAGER</b>		Housing Operations Manager Income and Customers		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
		£		
			EXPENDITURE	
648,719	662,820	723,540	Employees	749,580
1,400,733	1,534,650	1,554,680	Premises	1,533,820
1,530,721	914,230	1,758,600	Supplies and Services	775,200
25,981	22,990	22,990	Transport	25,110
<b>3,606,154</b>	<b>3,134,690</b>	<b>4,059,810</b>	<b>TOTAL EXPENDITURE</b>	<b>3,083,710</b>
			INCOME	
(330,927)	(439,510)	(601,675)	Grants	(547,510)
(2,315,427)	(2,402,700)	(2,773,730)	Fees and Charges	(2,217,000)
<b>959,800</b>	<b>292,480</b>	<b>684,405</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>319,200</b>
			RECHARGES & CAPITAL CHARGES	
276,217	304,020	304,020	Support Services	277,930
8,018	8,020	8,020	Capital Charges	8,020
(25,315)	-	-	Recharges	-
-	5,000	5,000	Transfers to/from Reserves	-
<b>1,218,720</b>	<b>609,520</b>	<b>1,001,445</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>605,150</b>
<b>ANALYSIS OF OUTTURN VARIATIONS</b>				
<b>Base Budget 2020/21</b>		<b>609,520</b>	<b>COMMENTS</b>	
Employees		60,720	Additional salary costs funded from grant	
Premises		20,030	Fitting out costs for new temporary accommodation	
Supplies and Services		144,370	Expenditure of government grant to help prevent homelessness	
Supplies and Services		700,000	Additional temporary accommodation costs	
Grants		(162,165)	Additional Government grants received for homelessness	
Fees and Charges		10,970	Decrease in capacity of temporary accommodation due to Covid-19	
Fees and Charges		(382,000)	Additional benefits received for temporary accommodation	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>1,001,445</b>		
<b>ANALYSIS OF BUDGET VARIATIONS</b>				
<b>Base Budget 2020/21</b>		<b>609,520</b>	<b>COMMENTS</b>	
Employees		15,430	New Building Superintendent post for Christchurch Lodge	
Employees		71,330	Additional posts funded from government grants	
Premises		(830)		
Supplies and Services		15,000	Increase in homeless prevention fund	
Supplies and Services		(55,000)	Reduction in temporary accommodation costs as part of corporate savings initiative	
Supplies and Services		(90,500)	Reduction in Private Sector Leasing rents	
Supplies and Services		(8,530)	Reduction in provision for emergency accommodation	
Transport		2,120		
Grants		(30,000)	Rough sleeper ring fenced grant used for additional post	
Grants		(78,000)	Rough sleeper temporary accommodation grant partly used for new post	
Fees and Charges		120,700	Reduction in B&B benefit claims	
Fees and Charges		65,000	Reduction in Private Sector Leasing rental income	
Support Services		(26,090)		
Transfers to/from Reserves		(5,000)		
<b>Base Budget 2021/22</b>		<b>605,150</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Refugee Project</b>		
<b>SERVICE DESCRIPTION</b>		The administration of the Syrian vulnerable person relocation scheme. This is funded by central government.		
<b>SERVICE MANAGER</b>		Head of Housing		
<b>BUDGET MANAGER</b>		Housing Operations Manager Income and Customers		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
		£		
243,723	284,450	278,210	EXPENDITURE	
115,905	100,000	100,000	Employees	257,120
469,728	376,500	376,500	Premises	100,000
15,856	8,320	8,320	Supplies and Services	260,000
			Transport	6,240
<b>845,212</b>	<b>769,270</b>	<b>763,030</b>	<b>TOTAL EXPENDITURE</b>	<b>623,360</b>
(598,923)	(765,650)	(763,030)	INCOME	(623,360)
-	-	-	Grants	-
<b>246,289</b>	<b>3,620</b>	<b>-</b>	Fees and Charges	-
			<b>NET CONTROLLABLE EXPENDITURE</b>	<b>-</b>
38	-	-	RECHARGES & CAPITAL CHARGES	
-	-	-	Support Services	-
-	-	-	Capital Charges	-
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
<b>246,327</b>	<b>3,620</b>	<b>-</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>-</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>3,620</b>	COMMENTS	
Employees		(6,240)		
Grants		2,620		
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>-</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>3,620</b>	COMMENTS	
Employees		(27,330)		
Supplies and Services		(116,500)	Reduction in contributions	
Transport		(2,080)		
Grants		142,290	Reduction in government grants - project is profit neutral	
<b>Base Budget 2021/22</b>		<b>-</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Private Sector Housing</b>		
<b>SERVICE DESCRIPTION</b>		To improve the quality of Private Sector Housing stock and to provide services to private sector landlords, as well as the administration of disabled facilities grants		
<b>SERVICE MANAGER</b>		Head of Housing		
<b>BUDGET MANAGER</b>		Housing Operations Manager Income and Customers		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
£	£	£		£
98,686	103,610	128,110	EXPENDITURE	
30,377	-	-	Employees	160,980
84,187	20,220	20,220	Premises	-
6,004	5,280	5,280	Supplies and Services	20,000
			Transport	6,810
<b>219,254</b>	<b>129,110</b>	<b>153,610</b>	<b>TOTAL EXPENDITURE</b>	<b>187,790</b>
(35,663)	-	(24,500)	INCOME	
(16,221)	(20,500)	(20,500)	Grants	-
			Fees and Charges	(23,500)
<b>167,370</b>	<b>108,610</b>	<b>108,610</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>164,290</b>
44,440	35,990	35,990	RECHARGES & CAPITAL CHARGES	
-	-	-	Support Services	42,740
-	-	-	Capital Charges	-
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
<b>211,809</b>	<b>144,600</b>	<b>144,600</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>207,030</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>144,600</b>	COMMENTS	
Employees		24,500	Secondment to target rogue landlords	
Grants		(24,500)	Government grant to fund above	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>144,600</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>144,600</b>	COMMENTS	
Employees		57,370	New post plus post on secondment	
Supplies and Services		(220)		
Transport		1,530		
Fees and Charges		(3,000)	Increase in HMO licenses	
Support Services		6,750		
<b>Base Budget 2021/22</b>		<b>207,030</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Housing Strategy and Enabling</b>		
<b>SERVICE DESCRIPTION</b>		To encourage the provision of affordable housing outside of the HRA		
<b>SERVICE MANAGER</b>		Head of Housing		
<b>BUDGET MANAGER</b>		Housing Operations Manager Income and Customers		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
£	£	£		£
53,957	66,200	64,800	EXPENDITURE	
-	-	-	Employees	75,110
5,150	7,680	7,680	Premises	-
3,263	4,430	4,430	Supplies and Services	15,680
			Transport	4,110
<b>62,370</b>	<b>78,310</b>	<b>76,910</b>	<b>TOTAL EXPENDITURE</b>	<b>94,900</b>
-	-	-	INCOME	
-	-	-	Grants	-
			Fees and Charges	-
<b>62,370</b>	<b>78,310</b>	<b>76,910</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>94,900</b>
27,243	18,450	18,450	RECHARGES & CAPITAL CHARGES	
0	-	-	Support Services	19,700
-	-	-	Capital Charges	-
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
<b>89,613</b>	<b>96,760</b>	<b>95,360</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>114,600</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>96,760</b>	COMMENTS	
Employees		(1,400)		
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>95,360</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>96,760</b>	COMMENTS	
Employees		8,910	Salary increments	
Supplies and Services		8,000	Increase in consultancy costs	
Transport		(320)		
Support Services		1,250		
<b>Base Budget 2021/22</b>		<b>114,600</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Gypsy Site - Chilmington</b>		
<b>SERVICE DESCRIPTION</b>		Provision of 16 pitches at the Travellers site at Chilmington		
<b>SERVICE MANAGER</b>		Head of Housing		
<b>BUDGET MANAGER</b>		Head of Housing		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
		£		
15,182	15,760	16,180	EXPENDITURE	
77,931	51,560	31,310	Employees	15,980
1,911	1,910	1,810	Premises	30,000
1,094	2,070	2,070	Supplies and Services	1,670
			Transport	1,040
<b>96,117</b>	<b>71,300</b>	<b>51,370</b>	<b>TOTAL EXPENDITURE</b>	<b>48,690</b>
			INCOME	
-	-	-	Grants	-
(83,889)	(79,840)	(79,840)	Fees and Charges	(75,450)
<b>12,228</b>	<b>(8,540)</b>	<b>(28,470)</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(26,760)</b>
			RECHARGES & CAPITAL CHARGES	
5,760	6,640	6,640	Support Services	6,530
7,654	7,650	7,650	Capital Charges	7,650
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
<b>25,642</b>	<b>5,750</b>	<b>(14,180)</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>(12,580)</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>5,750</b>	COMMENTS	
Premises		(20,250)	Reduction in grounds maintenance costs	
Other		(100)		
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>(14,600)</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>5,750</b>	COMMENTS	
Employees		220		
Premises		(21,560)	Reduction in grounds maintenance costs	
Supplies and Services		(240)		
Transport		(1,030)		
Fees and Charges		4,390		
Support Services		(110)		
<b>Base Budget 2021/22</b>		<b>(12,580)</b>		

<b>REVENUE BUDGET</b>				
<b>Human Resources and Customer Services</b>				
<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>DETAIL</b>	<b>ESTIMATE</b>
<b>2019/20</b>	<b>2020/21</b>	<b>OUTTURN</b>		<b>2021/2022</b>
<b>£</b>	<b>£</b>	<b>2020/21</b>		<b>£</b>
		<b>£</b>		
58,919	16,120	(19,870)	Visitor & Call Centre	11,620
17,889	181,220	132,300	Human Resources	143,730
<b>76,808</b>	<b>197,340</b>	<b>112,430</b>	<b>SERVICE EXPENDITURE</b>	<b>155,350</b>

**SUBJECTIVE ANALYSIS - 2021/22 ESTIMATE**

**Human Resources and Customer Services**

	Visitor & Call Centre	Human Resources	Total
<b>EXPENDITURE</b>			
Employees	598,260	575,700	1,173,960
Premises	5,000	-	5,000
Supplies and Services	28,340	60,540	88,880
Transport	6,050	3,750	9,800
<b>TOTAL EXPENDITURE</b>	<b>637,650</b>	<b>639,990</b>	<b>1,277,640</b>
<b>INCOME</b>			
Grants	-	-	-
Fees & Charges	-	( 53,000)	( 53,000)
<b>TOTAL INCOME</b>	<b>-</b>	<b>( 53,000)</b>	<b>( 53,000)</b>
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>637,650</b>	<b>586,990</b>	<b>1,224,640</b>
<b>NON CONTROLLABLE ITEMS</b>			
Support Services	173,830	103,610	277,440
Capital Charges	67,410	-	67,410
Recharges	( 867,270)	( 546,870)	( 1,414,140)
Transfers to/from Reserves	-	-	-
<b>TOTAL NON-CONTROLLABLE ITEMS</b>	<b>( 626,030)</b>	<b>( 443,260)</b>	<b>( 1,069,290)</b>
<b>NET EXPENDITURE</b>	<b>11,620</b>	<b>143,730</b>	<b>155,350</b>

REVENUE BUDGET				
<b>SERVICE</b>		<b>Visitor &amp; Call Centre</b>		
<b>SERVICE DESCRIPTION</b>		The provision of the customer contact and call centres.		
<b>SERVICE MANAGER</b>		Head of HR and Customer Services		
<b>BUDGET MANAGER</b>		Customer Services Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/2022
£	£	2020/21		£
£	£	£		£
610,967	623,450	597,630	EXPENDITURE	
2,050	5,000	5,000	Employees	598,260
39,284	38,790	28,620	Premises	5,000
5,915	6,640	6,640	Supplies and Services	28,340
			Transport	6,050
<b>658,217</b>	<b>673,880</b>	<b>637,890</b>	<b>TOTAL EXPENDITURE</b>	<b>637,650</b>
(500)	-	-	INCOME	
-	-	-	Grants	-
			Fees and Charges	-
<b>657,717</b>	<b>673,880</b>	<b>637,890</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>637,650</b>
202,430	184,360	184,360	RECHARGES & CAPITAL CHARGES	
67,414	55,800	55,800	Support Services	173,830
(868,642)	(897,920)	(897,920)	Capital Charges	67,410
-	-	-	Recharges	(867,270)
			Transfers to/from Reserves	-
<b>58,919</b>	<b>16,120</b>	<b>(19,870)</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>11,620</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>16,120</b>	COMMENTS	
Employees		(10,820)	Vacancy savings	
Employees		(15,000)	Saving re Apprentice post used to fund new scanstation in Civic Centre reception	
Supplies & Services		14,830	Cost of new scanstation in Civic Centre reception	
Supplies & Services		(25,000)	Transfer of Ashford Gateway costs to Corporate property	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>(19,870)</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>16,120</b>	COMMENTS	
Employees		(14,690)	Removal of apprentice post to fund new scanstation in Civic Centre reception	
Employees		(10,500)	Operational saving to be identified	
Supplies & Services		14,550	Cost of new scanstation in Civic Centre	
Supplies & Services		(25,000)	Transfer of Ashford Gateway costs to Corporate property	
Transport		(590)		
Support Services		(10,530)		
Capital Charges		11,610		
Recharges		30,650		
<b>Base Budget 2021/22</b>		<b>11,620</b>		



REVENUE BUDGET				
<b>SERVICE</b>		<b>Human Resources</b>		
<b>SERVICE DESCRIPTION</b>		The Personnel and Development team is responsible for personnel and training procedures, payroll, personnel policy and employee relations. These costs are recharged to services on a per head basis.		
<b>SERVICE MANAGER</b>		Head of HR & Customer Services		
<b>BUDGET MANAGER</b>		Head of HR & Customer Services		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/2022
£	£	2020/21		£
£	£	£		£
454,005	594,770	540,850	EXPENDITURE	
-	-	-	Employees	575,700
77,233	66,640	71,640	Premises	-
19,148	3,750	3,750	Supplies and Services	60,540
			Transport	3,750
<b>550,386</b>	<b>665,160</b>	<b>616,240</b>	<b>TOTAL EXPENDITURE</b>	<b>639,990</b>
-	-	-	INCOME	
(58,950)	(48,000)	(48,000)	Grants	-
			Fees and Charges	(53,000)
<b>491,437</b>	<b>617,160</b>	<b>568,240</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>586,990</b>
144,614	115,550	115,550	RECHARGES & CAPITAL CHARGES	
-	-	-	Support Services	103,610
(618,161)	(551,490)	(551,490)	Capital Charges	-
-	-	-	Recharges	(546,870)
-	-	-	Transfers to/from Reserves	-
<b>17,889</b>	<b>181,220</b>	<b>132,300</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>143,730</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>181,220</b>	COMMENTS	
Employees		(53,920)	Saving from 2 vacant National Management Trainee post	
Supplies & Services		5,000	South East Employers Subscription fee	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>132,300</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>181,220</b>	COMMENTS	
Employees		2,240		
Employees		(60,060)	Removal of 2 National Management Graduate trainee posts	
Employees		38,750	Centralisation of training budgets	
Supplies and Services		400		
Supplies and Services		(3,500)	Legal Fees	
Supplies and Services		(3,000)	Consultants Fees	
Income		(5,000)	Increased income for payroll services	
Support Services		(11,940)		
Recharges		4,620		
<b>Base Budget 2021/22</b>		<b>143,730</b>		

<b>REVENUE BUDGET</b>				
<b>Legal &amp; Democracy</b>				
<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>DETAIL</b>	<b>ESTIMATE</b>
<b>2019/20</b>	<b>2020/21</b>	<b>OUTTURN</b>		<b>2021/22</b>
<b>£</b>	<b>£</b>	<b>2020/21</b>		<b>£</b>
<b>£</b>	<b>£</b>	<b>£</b>		<b>£</b>
840,219	851,890	836,870	Democratic Representation	791,980
613,541	478,990	470,150	Electoral Services	378,070
2,185	27,910	(26,780)	Legal	-
60,397	67,040	60,040	Mayor	63,540
<b>1,516,343</b>	<b>1,425,830</b>	<b>1,340,280</b>	<b>SERVICE EXPENDITURE</b>	<b>1,233,590</b>

**SUBJECTIVE ANALYSIS - 2021/22 ESTIMATE**  
**Legal & Democracy**

	<b>Democratic Representation</b>	<b>Electoral Services</b>	<b>Legal</b>	<b>Mayor</b>	<b>Total</b>
<b>EXPENDITURE</b>					
Employees	231,650	170,590	771,140	19,020	1,192,400
Premises	-	-	-	-	-
Supplies and Services	432,010	108,260	40,150	17,490	597,910
Transport	5,330	3,850	31,200	15,100	55,480
<b>TOTAL EXPENDITURE</b>	<b>668,990</b>	<b>282,700</b>	<b>842,490</b>	<b>51,610</b>	<b>1,845,790</b>
<b>INCOME</b>					
Grants	-	( 10,690)	-	-	( 10,690)
Fees & Charges	( 5,000)	( 2,240)	( 150,000)	-	( 157,240)
<b>TOTAL INCOME</b>	<b>( 5,000)</b>	<b>( 12,930)</b>	<b>( 150,000)</b>	<b>-</b>	<b>( 167,930)</b>
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>663,990</b>	<b>269,770</b>	<b>692,490</b>	<b>51,610</b>	<b>1,677,860</b>
<b>NON CONTROLLABLE ITEMS</b>					
Support Services	266,180	108,300	126,530	11,930	512,940
Capital Charges	1,340	-	-	-	1,340
Recharges	( 139,530)	-	( 819,020)	-	( 958,550)
Transfers to/from Reserves	-	-	-	-	-
<b>TOTAL NON-CONTROLLABLE ITEMS</b>	<b>127,990</b>	<b>108,300</b>	<b>( 692,490)</b>	<b>11,930</b>	<b>( 444,270)</b>
<b>NET EXPENDITURE</b>	<b>791,980</b>	<b>378,070</b>	<b>-</b>	<b>63,540</b>	<b>1,233,590</b>

REVENUE BUDGET				
<b>SERVICE</b>		<b>Democratic Representation</b>		
<b>SERVICE DESCRIPTION</b>		Member support and administration of the council's committees		
<b>SERVICE MANAGER</b>		Corporate Director (Law and Governance)		
<b>BUDGET MANAGER</b>		Member Services Liaison Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
£	£	£		£
211,203	227,520	217,020	EXPENDITURE	231,650
594	-	-	Employees	-
454,681	429,050	419,530	Premises	432,010
5,281	5,330	5,330	Supplies and Services	5,330
671,759	661,900	641,880	Transport	668,990
			<b>TOTAL EXPENDITURE</b>	
-	-	-	INCOME	-
(7,445)	(6,000)	(1,000)	Grants	-
			Fees and Charges	(5,000)
664,314	655,900	640,880	<b>NET CONTROLLABLE EXPENDITURE</b>	663,990
			RECHARGES & CAPITAL CHARGES	
321,665	345,270	345,270	Support Services	266,180
-	-	-	Capital Charges	1,340
(145,760)	(149,280)	(149,280)	Recharges	(139,530)
-	-	-	Transfers to/from Reserves	-
840,219	851,890	836,870	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	791,980
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>851,890</b>	COMMENTS	
Salaries		(10,500)	Salary Saving Re Members research Assistant Post	
Supplies & Services		(9,520)	Members Allowances, basic allowance and travel	
Income		5,000	PCC election put back a year and unable to hire out rooms due to covid	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>836,870</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>851,890</b>	COMMENTS	
Employees		4,130		
Supplies and Services		2,960		
Fees and Charges		1,000		
Support Services		(79,090)		
Capital Charges		1,340		
Recharges		9,750		
<b>Base Budget 2021/22</b>		<b>791,980</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Electoral Services</b>		
<b>SERVICE DESCRIPTION</b>		The administration of the elections and the maintenance of the electoral role. The cost of the KCC and the parliamentary elections are recovered		
<b>SERVICE MANAGER</b>		Corporate Director (Law and Governance)		
<b>BUDGET MANAGER</b>		Electoral Services Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
£	£	£		£
281,061	194,760	187,760	EXPENDITURE	
29,430	-	-	Employees	170,590
187,043	118,200	111,560	Premises	-
3,562	3,850	3,850	Supplies and Services	108,260
			Transport	3,850
<b>501,096</b>	<b>316,810</b>	<b>303,170</b>	<b>TOTAL EXPENDITURE</b>	<b>282,700</b>
			INCOME	
(15,487)	(15,490)	(10,690)	Grants	(10,690)
(2,045)	(2,240)	(2,240)	Fees and Charges	(2,240)
<b>483,564</b>	<b>299,080</b>	<b>290,240</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>269,770</b>
			RECHARGES & CAPITAL CHARGES	
129,977	119,660	119,660	Support Services	108,300
-	-	-	Capital Charges	-
-	-	-	Recharges	-
-	60,250	60,250	Transfers to/from Reserves	-
<b>613,541</b>	<b>478,990</b>	<b>470,150</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>378,070</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>478,990</b>	COMMENTS	
Employees		(5,000)	Agency Staff	
Employees		(500)		
Employees		(1,500)	Quaification training	
Supplies & Services		(6,640)	Canvassers fees	
Grants		4,800	Reduction in IER grant received	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>470,150</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Legal</b>		
<b>SERVICE DESCRIPTION</b>		Providing Legal services to all departments and ensuring full compliance with Member Code of Conduct and Monitoring Officer Duties		
<b>SERVICE MANAGER</b>		Corporate Director (Law and Governance)		
<b>BUDGET MANAGER</b>		Corporate Director (Law and Governance)		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
£	£	£		£
869,629	871,350	831,560	EXPENDITURE	
3,672	-	-	Employees	771,140
35,571	40,300	40,300	Premises	-
18,335	34,850	19,950	Supplies and Services	40,150
			Transport	31,200
<b>927,207</b>	<b>946,500</b>	<b>891,810</b>	<b>TOTAL EXPENDITURE</b>	<b>842,490</b>
-	-	-	INCOME	
(337,256)	(129,000)	(129,000)	Grants	-
			Fees and Charges	(150,000)
<b>589,951</b>	<b>817,500</b>	<b>762,810</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>692,490</b>
137,031	125,540	125,540	RECHARGES & CAPITAL CHARGES	
-	-	-	Support Services	126,530
(724,797)	(915,130)	(915,130)	Capital Charges	-
-	-	-	Recharges	(819,020)
			Transfers to/from Reserves	-
<b>2,185</b>	<b>27,910</b>	<b>(26,780)</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>-</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>27,910</b>	COMMENTS	
Employee Costs		(39,790)	3 months saving on vacant posts not filled	
Transport		(14,900)	Cash Alternative/Lease car costs due to number of vacancies	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>(26,780)</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>27,910</b>	COMMENTS	
Employees		1,790		
Employees		(72,000)	Merge two Property Lawyer vacancies into one post	
Employees		(30,000)	Recharge of Legal Services to CMO	
Supplies and Services		(150)		
Transport		(3,650)		
Income		(21,000)	Increase in expected legal Fee income	
Support Services		990		
Recharges		96,110		
<b>Base Budget 2021/22</b>		<b>-</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Mayor</b>		
<b>SERVICE DESCRIPTION</b>		Mayoral Costs		
<b>SERVICE MANAGER</b>		Corporate Director (Law and Governance)		
<b>BUDGET MANAGER</b>		Member Services Liaison Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
£	£	£		£
18,824	19,090	18,090	EXPENDITURE	
2,800	2,860	2,860	Employees	19,020
25,747	18,460	18,960	Premises	-
14,624	15,100	8,600	Supplies and Services	17,490
			Transport	15,100
<b>61,995</b>	<b>55,510</b>	<b>48,510</b>	<b>TOTAL EXPENDITURE</b>	<b>51,610</b>
-	-	-	INCOME	
(10,644)	-	-	Grants	-
			Fees and Charges	-
<b>51,351</b>	<b>55,510</b>	<b>48,510</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>51,610</b>
9,046	11,530	11,530	RECHARGES & CAPITAL CHARGES	
-	-	-	Support Services	11,930
-	-	-	Capital Charges	-
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
<b>60,397</b>	<b>67,040</b>	<b>60,040</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>63,540</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>67,040</b>	COMMENTS	
Employees		(1,000)		
Supplies & Services		500		
Transport		(6,500)	Cost of mayoral car due to Covid	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>60,040</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>67,040</b>	COMMENTS	
Employees		(70)		
Premises		(2,860)	Insurances moved to supplies and services	
Supplies and Services		310		
Supplies and Services		(4,000)	Reduction in Mayors entertainment allowance	
Supplies and Services		2,720	Insurances moved from Premises	
Transport		-		
Support Services		400		
<b>Base Budget 2021/22</b>		<b>63,540</b>		

REVENUE BUDGET				
Planning				
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
£	£	£		£
38,512	74,350	100,460	Building Control	88,310
1,069,729	949,490	1,923,900	Development Management	1,030,830
(19,456)	(1,770)	(1,770)	Local Land Charges	(70)
597	12,350	(2,360)	Planning Administration	(10)
600,530	1,092,090	872,950	Strategic Planning	1,013,890
149,500	48,410	62,270	Chilmington	35,140
<b>1,839,412</b>	<b>2,174,920</b>	<b>2,955,450</b>	<b>SERVICE EXPENDITURE</b>	<b>2,168,090</b>



SUBJECTIVE ANALYSIS - 2021/22 ESTIMATE							
Planning							
	Building Control	Development Management	Local Land Charges	Planning Administration	Strategic Planning	Chilmington	Total
EXPENDITURE							
Employees	392,020	1,299,700	139,450	413,780	822,360	82,900	3,150,210
Premises	-	500	-	-	-	500	1,000
Supplies and Services	16,870	287,720	36,050	2,000	26,260	31,940	400,840
Transport	20,830	63,010	500	-	34,710	2,640	121,690
<b>TOTAL EXPENDITURE</b>	<b>429,720</b>	<b>1,650,930</b>	<b>176,000</b>	<b>415,780</b>	<b>883,330</b>	<b>117,980</b>	<b>3,673,740</b>
INCOME							
Grants	-	-	-	-	-	(50,000)	(50,000)
Fees & Charges	(445,000)	(1,331,000)	(203,500)	(40,000)	-	(48,000)	(2,067,500)
<b>TOTAL INCOME</b>	<b>(445,000)</b>	<b>(1,331,000)</b>	<b>(203,500)</b>	<b>(40,000)</b>	<b>-</b>	<b>(98,000)</b>	<b>(2,117,500)</b>
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(15,280)</b>	<b>319,930</b>	<b>(27,500)</b>	<b>375,780</b>	<b>883,330</b>	<b>19,980</b>	<b>1,556,240</b>
NON CONTROLLABLE ITEMS							
Support Services	103,590	775,660	71,430	71,580	169,720	15,160	1,207,140
Capital Charges	-	-	-	-	-	-	-
Recharges	-	(64,760)	-	(447,370)	(39,160)	-	(551,290)
Transfers to/from Reserves	-	-	(44,000)	-	-	-	(44,000)
<b>TOTAL NON-CONTROLLABLE ITEMS</b>	<b>103,590</b>	<b>710,900</b>	<b>27,430</b>	<b>(375,790)</b>	<b>130,560</b>	<b>15,160</b>	<b>611,850</b>
<b>NET EXPENDITURE</b>	<b>88,310</b>	<b>1,030,830</b>	<b>(70)</b>	<b>(10)</b>	<b>1,013,890</b>	<b>35,140</b>	<b>2,168,090</b>

REVENUE BUDGET				
<b>SERVICE</b>		<b>Building Control</b>		
<b>SERVICE DESCRIPTION</b>		Building Regulation Chargeable, Statutory Building Control and Discretionary Services		
<b>SERVICE MANAGER</b>		Head of Planning and Development		
<b>BUDGET MANAGER</b>		Building Control & Quality Place Making Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
		£		
305,230	352,180	222,070	EXPENDITURE	
-	-	-	Employees	392,020
12,026	18,050	19,270	Premises	-
16,196	24,250	24,250	Supplies and Services	16,870
			Transport	20,830
<b>333,452</b>	<b>394,480</b>	<b>265,590</b>	<b>TOTAL EXPENDITURE</b>	<b>429,720</b>
-	-	-	INCOME	
(398,120)	(480,000)	(325,000)	Grants	-
			Fees and Charges	(445,000)
<b>(64,667)</b>	<b>(85,520)</b>	<b>(59,410)</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(15,280)</b>
105,874	159,870	159,870	RECHARGES & CAPITAL CHARGES	
-	-	-	Support Services	103,590
(2,694)	-	-	Capital Charges	-
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
<b>38,512</b>	<b>74,350</b>	<b>100,460</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>88,310</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>74,350</b>	COMMENTS	
Employees		(130,110)	Salary savings due to vacancies	
Supplies and Services		1,220		
Fees and Charges		155,000	Reduction in building control income	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>100,460</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>74,350</b>	COMMENTS	
Employees		39,840	Regrading and post moved from Planning Admisitration	
Supplies and Services		(1,180)		
Transport		(3,420)		
Fees and Charges		35,000	Reduction in building control income	
Support Services		(56,280)		
<b>Base Budget 2021/22</b>		<b>88,310</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Development Management</b>		
<b>SERVICE DESCRIPTION</b>		This services includes the Strategic Sites Design Team which look at Major Sites, in addition to the general Development Control Team which deals with Processing Planning Applications, Planning Enforcement and Conservation		
<b>SERVICE MANAGER</b>		Head of Planning and Development		
<b>BUDGET MANAGER</b>		Head of Development, Strategic Sites and Design / Business Support Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
		£		
1,486,443	1,266,430	1,548,970	EXPENDITURE	
17,909	500	500	Employees	1,299,700
244,152	113,930	348,850	Premises	500
64,883	56,900	60,840	Supplies and Services	287,720
			Transport	63,010
<b>1,813,387</b>	<b>1,437,760</b>	<b>1,959,160</b>	<b>TOTAL EXPENDITURE</b>	<b>1,650,930</b>
			INCOME	
-	-	-	Grants	-
(1,348,409)	(1,283,380)	(830,370)	Fees and Charges	(1,331,000)
<b>464,978</b>	<b>154,380</b>	<b>1,128,790</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>319,930</b>
			RECHARGES & CAPITAL CHARGES	
672,283	860,970	860,970	Support Services	775,660
-	-	-	Capital Charges	-
(67,532)	(65,860)	(65,860)	Recharges	(64,760)
-	-	-	Transfers to/from Reserves	-
<b>1,069,729</b>	<b>949,490</b>	<b>1,923,900</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>1,030,830</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>949,490</b>	COMMENTS	
Employees		282,540	Temporary staffing costs	
Supplies and Services		234,920	Increase in consultancy fees	
Transport		3,940		
Fees and Charges		453,010	Reduction in planning application income	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>1,923,900</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>949,490</b>	COMMENTS	
Employees		33,270	Post moved from Planning Administration	
Supplies and Services		60,000	Computer software costs	
Supplies and Services		53,790	Increase in consultancy fees in relation to Stodmarsh	
Supplies and Services		35,000	Counsel and Consultant fees to support Planning Enforcement	
Supplies and Services		25,000	Increase in Counsel fees to support Planning Appeals	
Transport		6,110		
Fees and Charges		(47,620)	Additional income from planning performance agreements	
Support Services		(85,310)		
Recharges		1,100		
<b>Base Budget 2021/22</b>		<b>1,030,830</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Local Land Charges</b>		
<b>SERVICE DESCRIPTION</b>		Provision of IT support to all services and to lead in the development of new applications, including GIS		
<b>SERVICE MANAGER</b>		Head of Planning and Development		
<b>BUDGET MANAGER</b>		Business Support Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
		£		
126,562	138,890	138,890	EXPENDITURE	
-	-	-	Employees	139,450
6,278	41,650	41,650	Premises	-
551	250	250	Supplies and Services	36,050
			Transport	500
<b>133,390</b>	<b>180,790</b>	<b>180,790</b>	<b>TOTAL EXPENDITURE</b>	<b>176,000</b>
(5,475)	-	-	INCOME	-
(191,119)	(236,500)	(236,500)	Grants	(203,500)
			Fees and Charges	
<b>(63,204)</b>	<b>(55,710)</b>	<b>(55,710)</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(27,500)</b>
47,151	53,940	53,940	RECHARGES & CAPITAL CHARGES	
-	-	-	Support Services	71,430
(3,404)	-	-	Capital Charges	-
-	-	-	Recharges	-
			Transfers to/from Reserves	(44,000)
<b>(19,456)</b>	<b>(1,770)</b>	<b>(1,770)</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>(70)</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>(1,770)</b>	COMMENTS	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>(1,770)</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>(1,770)</b>	COMMENTS	
Employees		560		
Supplies and Services		(5,600)		
Transport		250		
Fees and Charges		33,000	Reduction in land charges income	
Support Services		17,490		
Transfers to/from Reserves		(44,000)	Contribution from earmarked reserve to support reduction of income	
<b>Base Budget 2021/22</b>		<b>(70)</b>		
NOTES				
Any surplus or deficit at year end is moved to or from the Land Charges reserve				

REVENUE BUDGET				
<b>SERVICE</b>		<b>Planning Administration</b>		
<b>SERVICE DESCRIPTION</b>		Holding account for the costs of the administration for the Planning and Building Control Service.		
<b>SERVICE MANAGER</b>		Head of Planning and Development		
<b>BUDGET MANAGER</b>		Business Support Manager		
ACTUAL 2019/20 £	BUDGET 2020/21 £	PROJECTED OUTTURN 2020/21 £	DETAIL	ESTIMATE 2021/22 £
308,396	402,000	386,240	EXPENDITURE	
-	-	-	Employees	413,780
20,168	-	1,050	Premises	-
493	-	-	Supplies and Services	2,000
			Transport	-
<b>329,057</b>	<b>402,000</b>	<b>387,290</b>	<b>TOTAL EXPENDITURE</b>	<b>415,780</b>
-	-	-	INCOME	
(71,235)	(40,000)	(40,000)	Grants	-
			Fees and Charges	(40,000)
<b>257,822</b>	<b>362,000</b>	<b>347,290</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>375,780</b>
59,878	50,830	50,830	RECHARGES & CAPITAL CHARGES	
-	-	-	Support Services	71,580
(317,104)	(400,480)	(400,480)	Capital Charges	-
-	-	-	Recharges	(447,370)
			Transfers to/from Reserves	-
<b>597</b>	<b>12,350</b>	<b>(2,360)</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>(10)</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>12,350</b>	COMMENTS	
Employees		(15,760)		
Supplies and Services		1,050		
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>(2,360)</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>12,350</b>	COMMENTS	
Employees		11,780	Regradings and increments	
Supplies and Services		2,000		
Support Services		20,750		
Recharges		(46,890)		
<b>Base Budget 2021/22</b>		<b>(10)</b>		
NOTES				
Supplies and Services, and Fees and Charges vary from budget due to an arrangement where the Council engages 3rd parties to complete surveys to support planning applications which are then recharged to the applicant, the nature of this work is unpredictable and therefore not budgeted for.				

REVENUE BUDGET				
<b>SERVICE</b>		<b>Strategic Planning</b>		
<b>SERVICE DESCRIPTION</b>		Producing the Local Development Framework for the Borough and taking forward Ashford growth proposals		
<b>SERVICE MANAGER</b>		Head of Planning and Development		
<b>BUDGET MANAGER</b>		Policy Manager / Business Support Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	2020/21		2021/22
£	£	£		£
495,496	970,780	732,040	EXPENDITURE	
-	-	-	Employees	822,360
45,627	36,200	55,800	Premises	-
18,369	41,740	41,740	Supplies and Services	26,260
			Transport	34,710
<b>559,492</b>	<b>1,048,720</b>	<b>829,580</b>	<b>TOTAL EXPENDITURE</b>	<b>883,330</b>
(17,446)	(44,650)	(44,650)	INCOME	
(12,875)	-	-	Grants	-
			Fees and Charges	-
<b>529,170</b>	<b>1,004,070</b>	<b>784,930</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>883,330</b>
110,519	127,840	127,840	RECHARGES & CAPITAL CHARGES	
-	-	-	Support Services	169,720
(39,160)	(39,820)	(39,820)	Capital Charges	-
-	-	-	Recharges	(39,160)
			Transfers to/from Reserves	-
<b>600,530</b>	<b>1,092,090</b>	<b>872,950</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>1,013,890</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		<b>1,092,090</b>	COMMENTS	
Employees		(238,740)	Salary savings due to vacancies	
Supplies and Services		19,600	Consultancy fees	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>872,950</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		<b>1,092,090</b>	COMMENTS	
Employees		(148,420)	1 FTE post deleted, 1 FTE post moved to Planning Admin and other savings due to vacant posts being recruited at bottom of grade	
Supplies and Services		(9,940)		
Transport		(7,030)		
Grants		44,650	Reduction in Central Government Grant	
Support Services		41,880		
Recharges		660		
<b>Base Budget 2021/22</b>		<b>1,013,890</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Chilmington</b>		
<b>SERVICE DESCRIPTION</b>		The team that looks after the South of Ashford Garden Community (SAGC) including Chilmington and support the CMO set up until September 2020.		
<b>SERVICE MANAGER</b>		Chilmington Green		
<b>BUDGET MANAGER</b>		Project Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
		£		
101,455	124,980	138,840	EXPENDITURE	
588	-	-	Employees	82,900
208,547	35,400	35,400	Premises	500
3,868	3,050	3,050	Supplies and Services	31,940
			Transport	2,640
<b>314,458</b>	<b>163,430</b>	<b>177,290</b>	<b>TOTAL EXPENDITURE</b>	<b>117,980</b>
			INCOME	
(150,000)	(75,000)	(75,000)	Grants	(50,000)
(16,084)	(28,000)	(28,000)	Fees and Charges	(48,000)
<b>148,374</b>	<b>60,430</b>	<b>74,290</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>19,980</b>
			RECHARGES & CAPITAL CHARGES	
1,126	7,980	7,980	Support Services	15,160
-	-	-	Capital Charges	-
-	-	-	Recharges	-
-	(20,000)	(20,000)	Transfers to/from Reserves	-
<b>149,500</b>	<b>48,410</b>	<b>62,270</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>35,140</b>
<b>ANALYSIS OF OUTTURN VARIATIONS</b>				
<b>Base Budget 2020/21</b>		<b>48,410</b>	<b>COMMENTS</b>	
Employees		2,360		
Employees		11,500	Additional superannuation	
<b>Outturn 2020/21 (P6 Forecast)</b>		<b>62,270</b>		
<b>ANALYSIS OF BUDGET VARIATIONS</b>				
<b>Base Budget 2020/21</b>		<b>48,410</b>	<b>COMMENTS</b>	
Employees		7,920	Additional superannuation	
Employees		(50,000)	Chilmington Grant Funding	
Premises		500		
Supplies & Services		(3,460)		
Transport		(410)		
Grants		25,000	Reduction in Central Government Grant	
Fees & Charges		(20,000)	Income from CMO	
Support Services		7,180		
Transfer to/from Reserves		20,000	Removed reserve contribution	
<b>Base Budget 2021/22</b>		<b>35,140</b>		

REVENUE BUDGET				
SERVICE	Net Interest and Capital Charges			
SERVICE DESCRIPTION	Includes the Income earned on investments and interest payable on borrowing, the reversal of Capital Charges (contra entries) is also shown			
SERVICE MANAGER	Head of Finance & IT			
BUDGET MANAGER	Head of Finance & IT			
ACTUAL 2019/20 £	BUDGET 2020/21 £	PROJECTED OUTTURN 2020/21 £	DETAIL	BUDGET 2021/22 £
(201,278)	(201,280)	(201,280)	EXPENDITURE	(201,270)
-	-	-	Item 8 Credit	-
26,210	16,000	16,000	Debt Mgt Charges to HRA	26,210
642,657	1,514,980	614,000	Item 8 Debit	521,670
815,028	1,019,890	1,011,080	Interest Paid	1,178,840
			MRP	
<b>1,282,617</b>	<b>2,349,590</b>	<b>1,439,800</b>	<b>TOTAL EXPENDITURE</b>	<b>1,525,450</b>
(4,277,470)	(2,987,150)	(2,672,220)	INCOME	(1,774,070)
			Fees and Charges	
<b>(2,994,852)</b>	<b>(637,560)</b>	<b>(1,232,420)</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(248,620)</b>
(1,939,176)	(1,949,920)	(1,949,920)	RECHARGES & CAPITAL CHARGES	(1,939,190)
			Capital Charges	
<b>(4,934,028)</b>	<b>(2,587,480)</b>	<b>(3,182,340)</b>	<b>NET EXPENDITURE</b>	<b>(2,187,810)</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budget 2020/21</b>		£ <b>(2,587,480)</b>	COMMENTS	
Interest paid		(909,790)	Long term borrowing deferred in favour of short term borrowing	
Fees and Charges		314,930	Reduced investment income following economic downturn	
<b>Outturn 2020/21</b>		<b>(3,182,340)</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base Budget 2020/21</b>		£ <b>(2,587,480)</b>	COMMENTS	
Charge to/from HRA		10,220	Changes in Item 8 forecast	
Interest paid		(993,310)	Reduction due to a drop in short term borrowing rates	
MRP		158,950	Increase due to MRP calculation methodology and increased borrowing requirement	
Fees and Charges		1,213,080	Investment income reduced as a result of economic downturn	
Change in Capital Charges		10,730	Effect on depreciation following revaluation	
<b>Budget 2021/22</b>		<b>(2,187,810)</b>		



<b>REVENUE BUDGET</b>				
<b>Housing Revenue Account</b>				
<b>ACTUAL</b>	<b>BUDGET</b>	<b>PROJECTED</b>	<b>DETAIL</b>	<b>ESTIMATE</b>
<b>2019/20</b>	<b>2020/21</b>	<b>OUTTURN</b>		<b>2021/22</b>
<b>£</b>	<b>£</b>	<b>2020/21</b>		<b>£</b>
<b>£</b>	<b>£</b>	<b>£</b>		<b>£</b>
4,820,828	6,051,230	5,959,100	Supervision & Management	4,468,830
(24,993,460)	(25,369,020)	(24,677,520)	Income	(27,186,640)
492,396	231,640	220,240	New Builds	221,700
17,026,175	15,958,050	15,732,150	Other	21,121,320
3,595,060	3,758,000	3,702,000	Repairs & Maintenance	4,024,420
<b>941,000</b>	<b>629,900</b>	<b>935,970</b>	<b>SERVICE EXPENDITURE</b>	<b>2,649,630</b>

**SUBJECTIVE ANALYSIS - 2021/22 ESTIMATE**  
**Housing Revenue Account**

	<b>Supervision &amp; Management</b>	<b>Income</b>	<b>New Builds</b>	<b>Other</b>	<b>Repairs &amp; Maintenance</b>	<b>Total</b>
<b>EXPENDITURE</b>						
Employees	2,789,440	-	-	-	-	2,789,440
Premises	838,070	-	-	-	4,030,920	4,868,990
Supplies and Services	649,530	-	227,500	100,000	33,500	1,010,530
Transport	119,000	-	-	-	-	119,000
<b>TOTAL EXPENDITURE</b>	<b>4,396,040</b>	<b>-</b>	<b>227,500</b>	<b>100,000</b>	<b>4,064,420</b>	<b>8,787,960</b>
<b>INCOME</b>						
Grants	-	-	-	( 2,999,850)	-	( 2,999,850)
Fees & Charges	( 63,300)	( 27,186,640)	( 9,500)	-	( 40,000)	( 27,299,440)
<b>TOTAL INCOME</b>	<b>( 63,300)</b>	<b>( 27,186,640)</b>	<b>( 9,500)</b>	<b>( 2,999,850)</b>	<b>( 40,000)</b>	<b>( 30,299,290)</b>
<b>NET CONTROLLABLE EXPENDITURE</b>	<b>4,332,740</b>	<b>( 27,186,640)</b>	<b>218,000</b>	<b>( 2,899,850)</b>	<b>4,024,420</b>	<b>( 21,511,330)</b>
<b>NON CONTROLLABLE ITEMS</b>						
Support Services	1,878,280	-	3,700	835,060	-	2,717,040
Capital Charges	-	-	-	23,186,110	-	23,186,110
Recharges	( 122,190)	-	-	-	-	( 122,190)
Transfers to/from Reserves	( 1,620,000)	-	-	-	-	( 1,620,000)
<b>TOTAL NON-CONTROLLABLE ITEMS</b>	<b>136,090</b>	<b>-</b>	<b>3,700</b>	<b>24,021,170</b>	<b>-</b>	<b>24,160,960</b>
<b>NET EXPENDITURE</b>	<b>4,468,830</b>	<b>( 27,186,640)</b>	<b>221,700</b>	<b>21,121,320</b>	<b>4,024,420</b>	<b>2,649,630</b>

REVENUE BUDGET				
<b>SERVICE</b>		<b>Supervision &amp; Management</b>		
<b>SERVICE DESCRIPTION</b>		Core operating costs for the HRA		
<b>SERVICE MANAGER</b>		Head of Housing		
<b>BUDGET MANAGER</b>		Housing Operations Manager Income & Customers and Housing Operations Manager Property & Technology		
ACTUAL 2019/20 £	BUDGET 2020/21 £	PROJECTED OUTTURN 2020/21 £	DETAIL	ESTIMATE 2021/22 £
2,382,770	2,639,930	2,634,900	EXPENDITURE	
827,201	805,350	798,350	Employees	2,789,440
783,352	706,140	633,790	Premises	838,070
148,513	134,200	126,450	Supplies and Services	649,530
			Transport	119,000
<b>4,141,835</b>	<b>4,285,620</b>	<b>4,193,490</b>	<b>TOTAL EXPENDITURE</b>	<b>4,396,040</b>
-	-	-	INCOME	
(148,646)	(61,520)	(61,520)	Grants	-
			Fees and Charges	(63,300)
<b>3,993,190</b>	<b>4,224,100</b>	<b>4,131,970</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>4,332,740</b>
1,614,995	1,958,190	1,958,190	RECHARGES & CAPITAL CHARGES	
-	-	-	Support Services	1,878,280
(103,383)	(131,060)	(131,060)	Capital Charges	-
(683,974)	-	-	Recharges	(122,190)
			Transfers to/from Reserves	(1,620,000)
<b>4,820,828</b>	<b>6,051,230</b>	<b>5,959,100</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>4,468,830</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budgets 2020/21</b>		<b>6,051,230</b>	COMMENTS	
Employees		(5,030)	Reduction in training spend	
Premises		(7,000)	Various savings across sheltered accomadation	
Supplies and Services		(11,000)	Various savings across sheltered accomadation	
Supplies and Services		(38,750)	Reduction in tenants participation spend due to COVID19	
Supplies and Services		(19,000)	Savings in removals costs because of large period of no movement due to COVID19	
Supplies and Services		(3,600)		
Transport		(7,750)	Reduction in mileage/ car allowance	
<b>Outturn 2020/21 (Q2 Forecast)</b>		<b>5,959,100</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base budget 2020/21</b>		<b>6,051,230</b>	COMMENTS	
Employees		80,540	Incremental salary increases	
Employees		42,540	New Electrician post	
Employees		26,430	Electical services coordinator post now full time	
Premises		(3,250)		
Premises		(45,650)	Reduction in Independent living costs	
Premises		81,620	Increase in premises insurance	
Supplies and Services		7,000	Increase in equipment costs for personal protective equipment	
Supplies and Services		(6,000)	Saving in postage	
Supplies and Services		(5,000)	Reduction in summons and eviction costs	
Supplies and Services		(16,350)	Saving in misc insurances	
Supplies and Services		(21,500)	Saving in consultancy costs	
Supplies and Services		(15,000)	Decrease in moving costs	
Supplies and Services		9,600	Increase in subscriptions for housing Ombudsman cost per property	
Supplies and Services		(9,360)	Miscelanious savings in department	
Transport		(15,200)	Reduction in car allowances and transport costs	
Fees and Charges		(1,780)		
Support Services		(79,910)		
Recharges		8,870		
Transfers to/from Reserves		(1,620,000)	Contributions from reserves to support debt repayment	
<b>Base budget 2021/22</b>		<b>4,468,830</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>HRA - Income</b>		
<b>SERVICE DESCRIPTION</b>		Income collected from Council Tenants, Service Charges and Supporting People Income		
<b>SERVICE MANAGER</b>		Head of Housing		
<b>BUDGET MANAGER</b>		Housing Operations Manager Income & Customers		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
		£		
-	-	-	EXPENDITURE	-
-	-	-	Employees	-
-	-	-	Premises	-
-	-	-	Supplies and Services	-
-	-	-	Transport	-
-	-	-	<b>TOTAL EXPENDITURE</b>	-
-	-	-	INCOME	-
(23,850,319)	(24,238,690)	(23,543,690)	Fees and charges	-
(1,143,141)	(1,130,330)	(1,133,830)	Dwelling Rents	(25,987,260)
(24,993,460)	(25,369,020)	(24,677,520)	Service Charges	(1,199,380)
			<b>NET CONTROLLABLE EXPENDITURE</b>	<b>(27,186,640)</b>
-	-	-	RECHARGES & CAPITAL CHARGES	-
-	-	-	Support Services	-
-	-	-	Capital Charges	-
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
(24,993,460)	(25,369,020)	(24,677,520)	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>(27,186,640)</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budgets 2020/21</b>		<b>(25,369,020)</b>	COMMENTS	
Dwelling Rents		695,000	Reduction in rent collection due to COVID19	
Service Charges		(3,500)		
<b>Outturn 2020/21 (Q2 Forecast)</b>		<b>(24,677,520)</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base budget 2020/21</b>		<b>(25,369,020)</b>	COMMENTS	
Dwelling Rents		(1,748,570)	Increase in rental income for rent uplift and New Quarter	
Service Charges		(69,050)	Increase in service charge for New Quarter	
<b>Base budget 2021/22</b>		<b>(27,186,640)</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>Hra - New Builds</b>		
<b>SERVICE DESCRIPTION</b>		This cost centre captures the cost of exploring new housing development opportunities		
<b>SERVICE MANAGER</b>		Head of Housing		
<b>BUDGET MANAGER</b>		Development and Regeneration Manager		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
		£		
-	-	-	EXPENDITURE	-
34,450	-	-	Employees	-
400,795	227,500	225,100	Premises	-
-	-	-	Supplies and Services	227,500
-	-	-	Transport	-
<b>435,245</b>	<b>227,500</b>	<b>225,100</b>	<b>TOTAL EXPENDITURE</b>	<b>227,500</b>
-	-	-	INCOME	-
(49,388)	-	(9,000)	Grants	-
			Fees and Charges	(9,500)
<b>385,857</b>	<b>227,500</b>	<b>216,100</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>218,000</b>
106,539	4,140	4,140	RECHARGES & CAPITAL CHARGES	
-	-	-	Support Services	3,700
-	-	-	Capital Charges	-
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
<b>492,396</b>	<b>231,640</b>	<b>220,240</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>221,700</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budgets 2020/21</b>		<b>231,640</b>	COMMENTS	
Supplies and Services		1,400	Increase in disturbance allowance	
Supplies and Services		(3,800)	Reduction in home-loss payments	
Fees and Charges		(9,000)	Income from Farrow Court	
<b>Outturn 2020/21 (Q2 Forecast)</b>		<b>220,240</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base budget 2020/21</b>		<b>231,640</b>	COMMENTS	
Fees and Charges		(9,500)	Income from Farrow Court	
Support Services		(440)		
<b>Base budget 2021/22</b>		<b>221,700</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>HRA - Other</b>		
<b>SERVICE DESCRIPTION</b>		Includes the PFI contract, Capital Charges, Corporate and Democratic costs, Staff Superannuation costs and the Bad Debt Provision		
<b>SERVICE MANAGER</b>		Head of Housing		
<b>BUDGET MANAGER</b>		Head of Housing		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
		£		
-	-	-	EXPENDITURE	-
-	-	-	Employees	-
(7,122)	100,000	100,000	Premises	-
-	-	-	Supplies and Services	100,000
-	-	-	Transport	-
<b>(7,122)</b>	<b>100,000</b>	<b>100,000</b>	<b>TOTAL EXPENDITURE</b>	<b>100,000</b>
(2,999,845)	(2,999,850)	(2,999,850)	INCOME	(2,999,850)
(26,210)	-	-	Grants	-
<b>(3,033,177)</b>	<b>(2,899,850)</b>	<b>(2,899,850)</b>	Fees and Charges	<b>(2,899,850)</b>
880,021	937,770	937,770	RECHARGES & CAPITAL CHARGES	
19,179,331	17,920,130	17,694,230	Support Services	835,060
-	-	-	Capital Charges	23,186,110
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
<b>17,026,175</b>	<b>15,958,050</b>	<b>15,732,150</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>21,121,320</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budgets 2020/21</b>		<b>15,958,050</b>	COMMENTS	
Capital Charges		(225,900)	Reduction in payment to PFI Contract	
<b>Outturn 2020/21 (Q2 Forecast)</b>		<b>15,732,150</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base budget 2020/21</b>		<b>15,958,050</b>	COMMENTS	
Capital Charges		140,590	Increase in payment to PFI contract	
Capital Charges		(12,000)	Decrease in debt management expenses	
Capital Charges		37,800	Increase in depreciation	
Capital Charges		9,000,000	Debt repayment to PWLB	
Capital Charges		(635,410)	Reduction in interest on long term loans	
Capital Charges		(3,265,000)	Reduction in revenue contribution to capital outlay	
Support Services		(102,710)		
<b>Base budget 2021/22</b>		<b>21,121,320</b>		

REVENUE BUDGET				
<b>SERVICE</b>		<b>HRA - Repairs</b>		
<b>SERVICE DESCRIPTION</b>		Revenue repairs associated with the maintenance of 5,000 properties		
<b>SERVICE MANAGER</b>		Head of Housing		
<b>BUDGET MANAGER</b>		Housing Operations Manager Property & Technology		
ACTUAL	BUDGET	PROJECTED	DETAIL	ESTIMATE
2019/20	2020/21	OUTTURN		2021/22
£	£	2020/21		£
		£		
770	-	-	EXPENDITURE	-
3,824,083	3,754,500	3,698,500	Employees	-
69,830	33,500	33,500	Premises	4,030,920
4,831	-	-	Supplies and Services	33,500
			Transport	-
<b>3,899,514</b>	<b>3,788,000</b>	<b>3,732,000</b>	<b>TOTAL EXPENDITURE</b>	<b>4,064,420</b>
			INCOME	
-	-	-	Grants	-
(285,307)	(30,000)	(30,000)	Fees and Charges	(40,000)
<b>3,614,206</b>	<b>3,758,000</b>	<b>3,702,000</b>	<b>NET CONTROLLABLE EXPENDITURE</b>	<b>4,024,420</b>
			RECHARGES & CAPITAL CHARGES	
6,238	-	-	Support Services	-
-	-	-	Capital Charges	-
(25,384)	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
<b>3,595,060</b>	<b>3,758,000</b>	<b>3,702,000</b>	<b>NET EXPENDITURE (Including Recharges and Capital Charges)</b>	<b>4,024,420</b>
ANALYSIS OF OUTTURN VARIATIONS				
<b>Base Budgets 2020/21</b>		<b>3,758,000</b>	COMMENTS	
Premises		(50,000)	Reduction in void jobbing works due to COVID19	
Premises		(6,000)	Reduction in communal area works	
<b>Outturn 2020/21 (Q2 Forecast)</b>		<b>3,702,000</b>		
ANALYSIS OF BUDGET VARIATIONS				
<b>Base budget 2020/21</b>		<b>3,758,000</b>	COMMENTS	
Premises		276,420	Increase in repairs and maintenance budget	
Fees and Charges		(10,000)	Increase in sewerage works recovered	
<b>Base budget 2021/22</b>		<b>4,024,420</b>		

Capital Programme 2020/21 - 2023/24						
	Current budget	Previous Exp	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£	£
<b>Corporate Property and Projects</b>						
Planned Capital Works for General Fund Assets	2,000,000	0	500,000	500,000	500,000	500,000
Provisional for Economic Investment & Regeneration Board	8,000,000	0	2,000,000	2,000,000	2,000,000	2,000,000
Property Company Acquisitions - based on current business plan	150,000,000	32,215,180	5,000,000	32,687,820	25,050,000	55,047,000
Elwick Place leisure, retail and car park development	42,330,000	39,500,217	2,829,783	0	0	0
International House Works	650,000	327,313	0	200,000	122,687	0
Solar PV (various sites)	10,800,400	6,524	0	100,000	2,500,000	8,193,876
Vicarage Lane redevelopment	50,000,000	2,269,479	2,881,600	5,000,000	35,000,000	4,848,921
Street Lighting replacement	1,000,000	446,251	523,749	30,000	0	0
<b>Total - Corporate Property and Projects</b>	<b>264,780,400</b>	<b>74,764,964</b>	<b>13,735,132</b>	<b>40,517,820</b>	<b>65,172,687</b>	<b>70,589,797</b>
<b>Community &amp; Housing</b>						
Henwood Temporary Accommodation	3,877,000	0	0	3,877,000	0	0
Mandatory Disabled Facility Grants						
Expenditure	3,208,000	0	802,000	802,000	802,000	802,000
External Funding	(2,848,000)	0	(712,000)	(712,000)	(712,000)	(712,000)
	4,237,000	0	90,000	3,967,000	90,000	90,000
<b>Total - Community &amp; Housing</b>	<b>7,085,000</b>	<b>0</b>	<b>802,000</b>	<b>4,679,000</b>	<b>802,000</b>	<b>802,000</b>
<b>Information Technology</b>						
Digital Transformation	451,000	0	86,000	133,000	121,000	111,000
<b>Total - Information Technology</b>	<b>451,000</b>	<b>0</b>	<b>86,000</b>	<b>133,000</b>	<b>121,000</b>	<b>111,000</b>
<b>Culture &amp; the Environment</b>						
Single Grants Gateway Fund	195,000	0	75,000	40,000	40,000	40,000
Victoria Park Rejuvenation Project	4,418,000	102,921	71,000	1,001,950	3,172,929	69,200
Courtside Pitchside Replacement 3G & Lighting	300,000	0	0	300,000	0	0
Conningbrook Lakes Country Park development	2,054,727	583,433	0	500,000	500,000	471,294
Stour Centre Decarbonisation works	1,454,000		1,154,000	300,000	0	0
Leisure Procurement Capital Investment	7,500,000		5,000,000	2,500,000	0	0
External Funding	(5,864,675)	(686,354)	(71,000)	(1,801,950)	(2,834,077)	(471,294)
	10,057,052	0	75,000	40,000	878,852	109,200
<b>Total Culture &amp; the Environment</b>	<b>15,921,727</b>	<b>686,354</b>	<b>6,300,000</b>	<b>4,641,950</b>	<b>3,712,929</b>	<b>580,494</b>
<b>Community Safety and Wellbeing</b>						
Automatic Number Plate Recognition	320,000	39,931	40,000	0	200,000	40,069
<b>Total Community Safety and Wellbeing</b>	<b>320,000</b>	<b>39,931</b>	<b>40,000</b>	<b>0</b>	<b>200,000</b>	<b>40,069</b>
<b>General Fund Total</b>	<b>288,558,127</b>	<b>75,491,249</b>	<b>20,963,132</b>	<b>49,971,770</b>	<b>70,008,616</b>	<b>72,123,360</b>
<b>HRA Capital Works - as current business plan</b>						
Programmed Works	18,593,780	0	3,120,000	5,413,700	4,791,304	5,268,776
Adaptions to Disabled Properties	2,000,000	0	500,000	500,000	500,000	500,000
Play Areas	240,000	0	60,000	60,000	60,000	60,000
Affordable Housing Programme Phase 5	6,818,490	6,441,200	377,290	0	0	0
Court Wurtin	1,000,000	0	250,000	250,000	250,000	250,000
East Stour Court	7,867,000	1,643,000	3,000,000	3,224,000	0	0
Street Purchases	39,525,000	0	9,200,000	10,000,000	10,000,000	10,325,000
Halstow Way	6,997,000	100,000	3,000,000	3,000,000	897,000	0
The Poplars	6,933,000	1,384,000	3,000,000	2,549,000	0	0
Affordable Housing Programme Phase 6 (smaller sites)	3,782,000	0	0	1,318,000	1,264,000	1,200,000
Piper Joinery	6,900,000	1,607,000	3,000,000	2,293,000	0	0
Oakleigh House	10,300,000	0	100,000	200,000	5,000,000	5,000,000
Pym House	2,000,000	0	0	0	2,000,000	0
Ford Way	500,000	0	0	0	0	500,000
Coneybeare	3,700,000	0	0	200,000	3,000,000	500,000
New Quarter	18,727,290	0	18,727,290	0	0	0
Tile Kiln	6,767,660	1,001,660	100,000	1,783,000	1,683,000	2,200,000
	<b>142,651,220</b>	<b>12,176,860</b>	<b>44,434,580</b>	<b>30,790,700</b>	<b>29,445,304</b>	<b>25,803,776</b>
<b>Total HRA</b>	<b>142,651,220</b>	<b>12,176,860</b>	<b>44,434,580</b>	<b>30,790,700</b>	<b>29,445,304</b>	<b>25,803,776</b>
<b>Total Capital Spend</b>	<b>431,209,347</b>	<b>87,668,110</b>	<b>65,397,712</b>	<b>80,762,470</b>	<b>99,453,920</b>	<b>97,927,136</b>



Capital Programme 2020/21 - 2023/24						
	Current budget £	Previous Exp £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
<b>CAPITAL SUMMARY</b>						
Corporate Property and Projects	264,780,400	74,764,964	13,735,132	40,517,820	65,172,687	70,589,797
Community & Housing	7,085,000	0	802,000	4,679,000	802,000	802,000
Information Technology	451,000	0	86,000	133,000	121,000	111,000
Culture & the Environment	15,921,727	686,354	6,300,000	4,641,950	3,712,929	580,494
Community Safety and Wellbeing	320,000	39,931	40,000	0	200,000	40,069
<b>GENERAL FUND</b>	<b>288,558,127</b>	<b>75,491,249</b>	<b>20,963,132</b>	<b>49,971,770</b>	<b>70,008,616</b>	<b>72,123,360</b>
<b>HOUSING REVENUE ACCOUNT</b>	<b>142,651,220</b>	<b>12,176,860</b>	<b>44,434,580</b>	<b>30,790,700</b>	<b>29,445,304</b>	<b>25,803,776</b>
<b>TOTAL CAPITAL PROGRAMME</b>	<b>431,209,347</b>	<b>87,668,110</b>	<b>65,397,712</b>	<b>80,762,470</b>	<b>99,453,920</b>	<b>97,927,136</b>

Funding Statement 2020/21 - 2023/24						
	Current budget £	Previous Exp £	2020/21 £	2021/22 £	2022/23 £	2023/24 £
<b>Funding Source</b>						
Capital Receipts - HRA	0	0	0	0	0	0
Capital Receipts - GF	555,000	0	165,000	130,000	130,000	130,000
Borrowing HRA	105,901,440	11,956,860	34,753,580	21,850,000	20,856,000	16,485,000
Borrowing GF	276,477,400	74,804,895	18,775,132	46,894,820	65,372,687	70,629,866
External grants & contributions HRA	7,978,000	220,000	2,661,000	1,027,000	1,940,000	2,130,000
External grants & contributions GF	10,166,675	686,354	1,937,000	2,813,950	3,546,077	1,183,294
Major Repairs Reserve HRA	18,593,780		3,120,000	5,413,700	4,791,304	5,268,776
Other Reserve HRA	10,178,000		3,900,000	2,500,000	1,858,000	1,920,000
Other Reserve GF	1,359,052		86,000	133,000	959,852	180,200
	431,209,347	87,668,109	65,397,712	80,762,470	99,453,920	97,927,136
<b>External Grants</b>						
Homes & Communities Agency (HCA)	7,978,000	220,000	2,661,000	1,027,000	1,940,000	2,130,000
Section 106	2,815,675	583,433	0	800,000	960,948	471,294
Heritage Lottery fund	3,049,001	102,922	71,000	1,001,950	1,873,129	0
Better Care Fund - Disabled Facility Grants	2,848,000	0	712,000	712,000	712,000	712,000
Public Sector Decarbonisation Scheme Grant	1,454,000		1,154,000	300,000		
	18,144,676	906,355	4,598,000	3,840,950	5,486,077	3,313,294

**DISCRETIONARY & STATUTORY FEES 2021/22**

**LICENSING FEES**

Item	Statutory or Discretionary	Description/Comments	VAT Indicator	Charge 2019/20	Charge 2020/21	Proposed Charge 2021/22	Increase / Decrease on 2020/21
				£	£	£	%
<b>Licensing Act</b>							
Premises - new application	Statutory	Fee band - A	NB	100.00	100.00	100.00	0.00%
		Fee band - B	NB	190.00	190.00	190.00	0.00%
		Fee band - C	NB	315.00	315.00	315.00	0.00%
		Fee band - D - if exclusively or primarily for supply, sale or consumption of alcohol <u>double</u> the fee	NB	450.00	450.00	450.00	0.00%
		Fee band - E - if exclusively or primarily for supply, sale or consumption of alcohol <u>triple</u> the fee	NB	635.00	635.00	635.00	0.00%
		Premises allowing 5000+ people attract additional fees	See regulation for detail				
Premises - annual fee	Statutory	Fee band - A	NB	70.00	70.00	70.00	0.00%
		Fee band - B	NB	180.00	180.00	180.00	0.00%
		Fee band - C	NB	295.00	295.00	295.00	0.00%
		Fee band - D - if exclusively or primarily for supply, sale or consumption of alcohol <u>double</u> the fee	NB	320.00	320.00	320.00	0.00%
		Fee band - E - if exclusively or primarily for supply, sale or consumption of alcohol <u>triple</u> the fee	NB	350.00	350.00	350.00	0.00%
		Premises allowing 5000+ people attract additional fees	See regulation for detail				
Personal	Statutory		NB	37.00	37.00	37.00	0.00%
Temporary Event Notice	Statutory		NB	21.00	21.00	21.00	0.00%
Change of address notification	Statutory		NB	10.50	10.50	10.50	0.00%
Replacement licence etc (due to loss/theft etc)	Statutory		NB	10.50	10.50	10.50	0.00%
Designated premises supervisor variation	Statutory		NB	23.00	23.00	23.00	0.00%
Premises licence transfer	Statutory		NB	23.00	23.00	23.00	0.00%
Club registration change	Statutory		NB	10.50	10.50	10.50	0.00%
Club name or rules notification	Statutory		NB	10.50	10.50	10.50	0.00%
Interim Authority Notice	Statutory		NB	23.00	23.00	23.00	0.00%
Provisional Statement	Statutory		NB	315.00	315.00	315.00	0.00%
Freeholder notification of licensing matters	Statutory		NB	21.00	21.00	21.00	0.00%
Minor Variation	Statutory		NB	89.00	89.00	89.00	0.00%
Check & send (pre-app) service	Discretionary		VT	N/A	N/A	120.00	N/A

**DISCRETIONARY & STATUTORY FEES 2021/22**

**LICENSING FEES**

Item	Statutory or Discretionary	Description/Comments	VAT Indicator	Charge 2019/20	Charge 2020/21	Proposed Charge 2021/22	Increase / Decrease on 2020/21
				£	£	£	%
<b>Animal Welfare and Public Health Licences</b>							
Dangerous Wild Animals	Discretionary	New Licence (2 year licence)	NB	977.00	977.00	977.00	0.00%
	Discretionary	Renewal (2 year licence)	NB	669.00	669.00	669.00	0.00%
	Discretionary	Variation	NB	344.00	344.00	344.00	0.00%
	Discretionary	Concurrent 2nd application	NB	87.00	87.00	87.00	0.00%
Zoos	Discretionary	Consideration	NB	1,218.00	1,218.00	1,218.00	0.00%
	Discretionary	Licence (4 year licence)	NB	2,008.00	2,008.00	2,008.00	0.00%
	Discretionary	Renewal (6 year licence)	NB	3,013.00	3,013.00	3,013.00	0.00%
	Discretionary	Dispensation - 14(1)(a)	NB	491.00	491.00	491.00	0.00%
Boarding of animals	Discretionary	(New app) Application fee - up to 50 animals	NB	260.00	260.00	260.00	0.00%
	Discretionary	(New app) Grant fee - up to 50 animals	NB	200.00	200.00	200.00	0.00%
	Discretionary	(New app) Application fee - 51 or more animals	NB	295.00	295.00	295.00	0.00%
	Discretionary	(New app) Grant fee - 51 or more animals	NB	230.00	230.00	230.00	0.00%
	Discretionary	(Renewal) Application fee - up to 50 animals	NB	225.00	225.00	225.00	0.00%
	Discretionary	(Renewal) Grant fee - up to 50 animals	NB	200.00	200.00	200.00	0.00%
	Discretionary	(Renewal) Application fee - 51 or more animals	NB	255.00	255.00	255.00	0.00%
	Discretionary	(Renewal) Grant fee - 51 or more animals	NB	230.00	230.00	230.00	0.00%
Selling of Animals	Discretionary	(New app) Application fee	NB	280.00	280.00	280.00	0.00%
	Discretionary	(New app) Grant fee	NB	215.00	215.00	215.00	0.00%
	Discretionary	(Renewal) Application fee	NB	240.00	240.00	240.00	0.00%
	Discretionary	(Renewal) Grant fee	NB	215.00	215.00	215.00	0.00%
Home boarding or day care	Discretionary	(New app) Application fee	NB	245.00	245.00	245.00	0.00%
	Discretionary	(New app) Grant fee	NB	180.00	180.00	180.00	0.00%
	Discretionary	(Renewal) Application fee	NB	210.00	210.00	210.00	0.00%
	Discretionary	(Renewal) Grant fee	NB	180.00	180.00	180.00	0.00%
Riding Establishments	Discretionary	(New app) Application fee - up to 10 horses	NB	280.00	280.00	280.00	0.00%
	Discretionary	(New app) Grant fee - up to 10 horses	NB	215.00	215.00	215.00	0.00%
	Discretionary	(New app) Application fee - 11 or more horses	NB	310.00	310.00	310.00	0.00%
	Discretionary	(New app) Grant fee - 11 or more horses	NB	245.00	245.00	245.00	0.00%
	Discretionary	(Renewal) Application fee - up to 10 horses	NB	240.00	240.00	240.00	0.00%
	Discretionary	(Renewal) Grant fee - up to 10 horses	NB	215.00	215.00	215.00	0.00%
	Discretionary	(Renewal) Application fee - 11 or more horses	NB	270.00	270.00	270.00	0.00%
	Discretionary	(Renewal) Grant fee - 11 or more horses	NB	245.00	245.00	245.00	0.00%
Keeping animals for exhibition	Discretionary	(New app) Application fee	NB	230.00	230.00	230.00	0.00%
	Discretionary	(New app) Grant fee	NB	165.00	165.00	165.00	0.00%
	Discretionary	(Renewal) Application fee	NB	190.00	190.00	190.00	0.00%
	Discretionary	(Renewal) Grant fee	NB	165.00	165.00	165.00	0.00%

**DISCRETIONARY & STATUTORY FEES 2021/22**

**LICENSING FEES**

Item	Statutory or Discretionary	Description/Comments	VAT Indicator	Charge 2019/20 £	Charge 2020/21 £	Proposed Charge 2021/22 £	Increase / Decrease on 2020/21 %
<b>Animal Welfare and Public Health Licences</b>							
Breeding Establishments	Discretionary	(New app) Application fee - up to 5 dogs	NB	230.00	230.00	230.00	0.00%
	Discretionary	(New app) Grant fee - up to 5 dogs	NB	165.00	165.00	165.00	0.00%
	Discretionary	(New app) Application fee - 6-10 dogs	NB	245.00	245.00	245.00	0.00%
	Discretionary	(New app) Grant fee - 6-10 dogs	NB	180.00	180.00	180.00	0.00%
	Discretionary	(New app) Application fee - 11+ dogs	NB	260.00	260.00	260.00	0.00%
	Discretionary	(New app) Grant fee - 11+ dogs	NB	200.00	200.00	200.00	0.00%
	Discretionary	(Renewal) Application fee - up to 5 dogs	NB	190.00	190.00	190.00	0.00%
	Discretionary	(Renewal) Grant fee - up to 5 dogs	NB	165.00	165.00	165.00	0.00%
	Discretionary	(Renewal) Application fee - 6-10 dogs	NB	210.00	210.00	210.00	0.00%
	Discretionary	(Renewal) Grant fee - 6-10 dogs	NB	180.00	180.00	180.00	0.00%
	Discretionary	(Renewal) Application fee - 11+ dogs	NB	225.00	225.00	225.00	0.00%
	Discretionary	(Renewal) Grant fee - 11+ dogs	NB	200.00	200.00	200.00	0.00%
Variation to increase animals or activities	Discretionary	Application fee	NB	90.00	90.00	90.00	0.00%
	Discretionary	Grant fee	NB	40.00	40.00	40.00	0.00%
Variation to reduce animals or activities	Discretionary	Grant fee	NB	40.00	40.00	40.00	0.00%
Request for re-rating inspection	Discretionary	Application fee	NB	90.00	90.00	90.00	0.00%
	Discretionary	Grant fee	NB	40.00	40.00	40.00	0.00%
<b>Public Health Licences *</b>							
Acupuncture	Discretionary	Initial registration practitioner/premises	NB	177.00	177.00	200.00	12.99%
	Discretionary	Additional practitioner/premises	NB	109.00	109.00	109.00	0.00%
	Discretionary	Minor variation	NB	30.00	30.00	30.50	1.67%
Tattooing (including semi-permanent skin-colouring)	Discretionary	Initial registration practitioner/premises	NB	342.00	342.00	200.00	-41.52%
	Discretionary	Additional practitioner/premises	NB	109.00	109.00	109.00	0.00%
	Discretionary	Minor variation	NB	30.00	30.00	30.50	1.67%
Electrolysis	Discretionary	Initial registration practitioner/premises	NB	177.00	177.00	200.00	12.99%
	Discretionary	Additional practitioner/premises	NB	109.00	109.00	109.00	0.00%
	Discretionary	Minor variation	NB	30.00	30.00	30.50	1.67%
Cosmetic Piercing (excluding ear piercing)	Discretionary	Initial registration practitioner/premises	NB	342.00	342.00	200.00	-41.52%
	Discretionary	Additional practitioner/premises	NB	109.00	109.00	109.00	0.00%
	Discretionary	Minor variation	NB	30.00	30.00	30.50	1.67%
Ear Piercing	Discretionary	Initial registration practitioner/premises	NB	177.00	177.00	200.00	12.99%
	Discretionary	Additional practitioner/premises	NB	30.00	30.00	30.50	1.67%
	Discretionary	Minor variation	NB	30.00	30.00	30.50	1.67%
Hairdressing	Statutory	Registration				No fee payable	
<b>Sex Establishments Licence</b>							
Sex Shops, Sex Cinemas and Sexual Entertainment Venue Licences	Discretionary	Grant	NB	3,397.00	3,397.00	3,499.00	3.00%
	Discretionary	Renewal	NB	315.00	324.00	334.00	3.09%
	Discretionary	Transfer	NB	315.00	324.00	334.00	3.09%

**DISCRETIONARY & STATUTORY FEES 2021/22**

**LICENSING FEES**

Item	Statutory or Discretionary	Description/Comments	VAT Indicator	Charge 2019/20 £	Charge 2020/21 £	Proposed Charge 2021/22 £	Increase / Decrease on 2020/21 %
<b>Street Trading and Consents</b>							
Publicity Displays	Statutory			No fee payable	No fee payable	No fee payable	
Street Collection Permit	Statutory			No fee payable	No fee payable	No fee payable	
Street Trading Licence	Discretionary	Yearly	NB	77.00	78.00	81.00	3.85%
Ashford Town Market pitch fee (per ft)	Discretionary	Collected by DD	NB	1.10	1.10	1.10	0.00%
Casual Street Trading Licence/Consent For One Off Event (per stall)	Discretionary	Grant	NB	14.00	20.00	21.00	5.00%
Casual Street Trading Licence for Market	Discretionary	Monthly	NB	28.00	30.00	31.00	3.33%
Street Trading Consent	Discretionary	Yearly	NB	77.00	79.00	81.00	2.53%
New Site Street Trading Consent - static	Discretionary	Grant -if planning permission already granted	NB	106.50	110.00	113.00	2.73%
New Site Street Trading Consent - static	Discretionary	Grant - if no planning permission at time of application	NB	212.00	218.00	225.00	3.21%
New Site Street Trading Consent - short term static	Discretionary	Grant - 1 site £100 (£25 extra for each additional site, i.e. £125 for 2 sites, £150 for 3 sites)	NB	£102 per site plus £26 per additional site	£105 per site plus £27 per additional site	£106 per site plus £28 per additional site	1.00%
Hawker Street Trading Consent	Discretionary	Yearly	NB	77.00	79.00	81.00	2.53%
Town Centre Commercial Booking	Discretionary	Daily (Monday - Friday, Sunday).For 4 consecutive days deduct £100 from total cost 5 consecutive days deduct £150, and for 6 consecutive days deduct £200)	NB	156.00	156.00	156.00	0.00%
Town Centre Commercial Booking	Discretionary	Small, local businesses 1-7 day block (flat fee)	NB	N/A	N/A	40.00	
Town Centre Commercial Booking	Discretionary	1 day (Saturday)	NB	205.00	205.00	205.00	0.00%
<b>Street Trading Consent Rents</b>							
Furners Wood Lay-by - cherry stall	Discretionary	Monthly rents	NB	153.50	158.00	163.00	3.16%
Furners Wood Lay-by - hot food	Discretionary	Monthly rents	NB	230.50	237.00	244.00	2.95%
Great Chart - A28 Tenterden bound - Food	Discretionary	Monthly rents	NB	230.50	237.00	244.00	2.95%
Great Chart - A28 Tenterden bound - Non Food	Discretionary	Monthly rents	NB	153.50	158.00	163.00	3.16%
Great Chart - A28 Ashford bound - Food	Discretionary	Monthly rents	NB	230.50	237.00	244.00	2.95%
Great Chart - A28 Ashford bound Non Food	Discretionary	Monthly rents	NB	153.50	158.00	163.00	3.16%
Hothfield - A20 Maidstone bound - Non Food	Discretionary	Monthly rents	NB	153.50	158.00	163.00	3.16%
Hothfield - A20 Maidstone bound - Food	Discretionary	Monthly rents	NB	230.50	237.00	244.00	2.95%
Hothfield - A20 Ashford bound - Non Food	Discretionary	Monthly rents	NB	153.50	158.00	163.00	3.16%
Hothfield - A20 Ashford bound - Food	Discretionary	Monthly rents	NB	230.50	237.00	244.00	2.95%
Henwood	Discretionary	Monthly rents	NB	211.50	218.00	224.00	2.75%
Recreation Ground Road car park	Discretionary	Monthly rents	NB	389.00	401.00	413.00	2.99%
Potters Corner, Hothfield	Discretionary	Monthly rents	NB	230.50	237.00	244.00	2.95%
Hall Avenue, Sevington	Discretionary	Max 28 days use per year	NB	246.00	253.00	261.00	3.16%
Chilham Mill	Discretionary		NB	230.50	237.00	244.00	2.95%

**DISCRETIONARY & STATUTORY FEES 2021/22**

**LICENSING FEES**

Item	Statutory or Discretionary	Description/Comments	VAT Indicator	Charge 2019/20 £	Charge 2020/21 £	Proposed Charge 2021/22 £	Increase / Decrease on 2020/21 %
<b>Council Land</b>							
Charity and Community Events	Discretionary		NB	No fee payable	40.00	40.00	0.00%
Commercial: Small	Discretionary	per operating day	NB	284.00	292.00	292.00	0.00%
	Discretionary	per non-operating day	NB	200.00	200.00	200.00	0.00%
Commercial: Medium	Discretionary	per operating day	NB	-	600.00	600.00	0.00%
	Discretionary	per non-operating day	NB	-	200.00	200.00	0.00%
Commercial: Large	Discretionary	per operating day	NB	-	1,200.00	1,200.00	0.00%
	Discretionary	per non-operating day	NB	-	200.00	200.00	0.00%
<b>Safety Advisory Group</b>							
SAG application (non-abc land)	Discretionary		NB	No fee payable	40.00	40.00	0.00%
Road closure application s21 TPCA 1847	Discretionary		NB	No fee payable	25.00	25.00	0.00%
<b>Food Hygiene</b>							
Level 1 course	Discretionary		EX	35.00	35.00	35.00	0.00%
Level 2 course	Discretionary		EX	48.00	48.00	48.00	0.00%
Re-sit (at time of next course)	Discretionary		EX	18.00	18.00	18.00	0.00%
Re-sit (oral)	Discretionary		EX	42.00	42.00	42.00	0.00%
<b>Food Safety Charges</b>							
Food surrender inspection and issuing of certificate	Discretionary	Set fee for first hour, then officers hourly rate thereafter.	NB	100.00	100.00	103.00	3.00%
Disposal/tipping costs charge at cost	Charged by tip		NB	Cost recovery	Cost recovery	Cost recovery	N/A
Food Hygiene Rating Scheme (FHRS) re-inspection to rescore following request from the food business operator	Discretionary		NB	N/A	N/A	90.00	N/A
Food safety advisory visits - to include a 2 hour consultation, follow up reports and supporting documentation.	Discretionary		NB	N/A	N/A	120.00	N/A
Export Certificate for food manufacture	Discretionary	Original with seal	NB	60.00	60.00	75.00	25.00%
Export Certificate for food manufacture - further certificates issued in the same batch and the same week (duplicate or minimal variation)	Discretionary	Original with seal	NB	N/A	N/A	20.00	N/A
<b>Private Water Supplies</b>							
Private Water Supplies (England) Regulations 2016 Risk assessment	Statutory	Time taken to carry out the risk assessment (including travel and administration) at the officers hourly rate. This must be carried out at least every five years for each supply.	NB	N/A	N/A	Up to £500	N/A
Private Water Supplies (England) Regulations 2016 Sampling visit	Statutory	Time taken to carry out the sampling (including travel and administration) at the (sampling and administration) officers' hourly rate. Charge for a visit and to take a sample + administrative costs (including arranging with laboratory and invoicing).	NB	N/A	N/A	Up to £100	N/A
Private Water Supplies (England) Regulations 2016 Investigation e.g. of a complaint or a breach of a regulatory standard	Statutory	Time taken to carry out the investigation (including travel and administration) at the officers hourly rate.	NB	N/A	N/A	Up to £100	N/A

**DISCRETIONARY & STATUTORY FEES 2021/22**

**LICENSING FEES**

<b>Item</b>	<b>Statutory or Discretionary</b>	<b>Description/Comments</b>	<b>VAT Indicator</b>	<b>Charge 2019/20 £</b>	<b>Charge 2020/21 £</b>	<b>Proposed Charge 2021/22 £</b>	<b>Increase / Decrease on 2020/21 %</b>
<b>Private Water Supplies</b>							
Private Water Supplies (England) Regulations 2016 Granting an authorisation	Statutory	Time taken to carry out the work involved in granting an authorisation at the officers and administrative officers hourly rates. This follows an application by the owner of a supply for permission to breach a standard temporarily whilst remedial work is carried out	NB	N/A	N/A	Up to £100	N/A
Private Water Supplies (England) Regulations 2016 Sample analysis at a laboratory	Statutory	Actual charge levied by the laboratory up to the maximum. Check monitoring is carried out to ensure that water complies with standards. Where possible it is carried out at the same time as any requirement for audit monitoring, to keep cost down. Single/small supply rates £25 and large/commercial supplies £100.	NB	N/A	N/A	Up to £100	N/A
<b>Miscellaneous</b>							
Scrap Metal Site Licence	Discretionary		NB	324.00	334.00	344.00	2.99%
Scrap Metal Collectors Licence	Discretionary		NB	217.00	224.00	231.00	3.13%
Scrap Metal Site Licence - Renewal	Discretionary		NB	217.00	224.00	231.00	3.13%
Scrap Metal Collectors Licence - Renewal	Discretionary		NB	109.00	112.00	115.00	2.68%
Scrap Metal Variations	Discretionary		NB	82.00	84.00	87.00	3.57%
Scrap Metal Replacement Licence	Discretionary		NB	11.50	12.00	12.50	4.17%
Distribution of free printer material - week permit	Discretionary		NB	variable depending on time, duration, and no of distributors.	variable depending on time, duration, and no of distributors.	30.00	variable
Distribution of free printer material - month permit	Discretionary		NB	variable depending on time, duration, and no of distributors.	variable depending on time, duration, and no of distributors.	55.00	variable
Distribution of free printer material - year permit	Discretionary		NB	variable depending on time, duration, and no of distributors.	variable depending on time, duration, and no of distributors.	100.00	variable

**DISCRETIONARY & STATUTORY FEES 2021/22**

**LICENSING FEES**

Item	Statutory or Discretionary	Description/Comments	VAT Indicator	Charge 2019/20 £	Charge 2020/21 £	Proposed Charge 2021/22 £	Increase / Decrease on 2020/21 %
<b>Gambling Act</b>							
New small casino	Statutory Maximum	New application	NB	6,896.00	7,103.00	7,316.00	3.00%
		Annual fee	NB	3,915.00	4,032.00	4,153.00	3.00%
		Variation	NB	2,823.00	2,908.00	2,995.00	2.99%
		Transfer	NB	1,641.00	1,690.00	1,741.00	3.02%
		Re-instatement	NB	1,379.00	1,420.00	1,463.00	3.03%
		Provisional statement	NB	6,896.00	7,103.00	7,316.00	3.00%
		Provisional statement holders	NB	2,450.00	2,523.00	2,599.00	3.01%
		Copy licence	NB	25.00	25.00	25.00	0.00%
		Notification of change	NB	50.00	50.00	50.00	0.00%
New large casino	Statutory Maximum	New application	NB	8,250.00	8,450.00	8,704.00	3.01%
		Annual fee	NB	7,893.00	8,130.00	8,374.00	3.00%
		Variation	NB	3,731.00	3,843.00	3,958.00	2.99%
		Transfer	NB	1,926.00	1,984.00	2,044.00	3.02%
		Re-instatement	NB	2,150.00	2,150.00	2,150.00	0.00%
		Provisional statement	NB	8,250.00	8,498.00	8,753.00	3.00%
		Provisional statement holders	NB	4,052.00	4,174.00	4,299.00	2.99%
		Copy licence	NB	25.00	25.00	25.00	0.00%
		Notification of change	NB	50.00	50.00	50.00	0.00%
<b>Gambling Act</b>							
Regional casino	Statutory Maximum	New application	NB	12,995.00	13,385.00	13,787.00	3.00%
		Annual fee	NB	12,186.00	12,552.00	12,929.00	3.00%
		Variation	NB	6,087.00	6,270.00	6,458.00	3.00%
		Transfer	NB	4,440.00	4,573.00	4,710.00	3.00%
		Re-instatement	NB	4,440.00	4,573.00	4,710.00	3.00%
		Provisional statement	NB	12,995.00	13,385.00	13,787.00	3.00%
		Provisional statement holders	NB	6,329.00	6,517.00	6,713.00	3.01%
		Copy licence	NB	25.00	25.00	25.00	0.00%
		Notification of change	NB	50.00	50.00	50.00	0.00%
Bingo club	Statutory Maximum	New application	NB	2,361.00	2,432.00	2,505.00	3.00%
		Annual fee	NB	735.00	757.00	780.00	3.04%
		Variation	NB	1,617.00	1,665.00	1,715.00	3.00%
		Transfer	NB	897.00	924.00	952.00	3.03%
		Re-instatement	NB	897.00	924.00	952.00	3.03%
		Provisional statement	NB	2,361.00	2,432.00	2,505.00	3.00%
		Provisional statement holders	NB	976.00	1,005.00	1,035.00	2.99%
		Copy licence	NB	25.00	25.00	25.00	0.00%
		Notification of change	NB	50.00	50.00	50.00	0.00%



**DISCRETIONARY & STATUTORY FEES 2021/22**

**LICENSING FEES**

Item	Statutory or Discretionary	Description/Comments	VAT Indicator	Charge 2019/20	Charge 2020/21	Proposed Charge 2021/22	Increase / Decrease on 2020/21
				£	£	£	%
<b>Gambling Act</b>							
Betting Premises (excluding tracks)	Statutory Maximum	New application	NB	2,403.00	2,475.00	2,549.00	2.99%
		Annual fee	NB	477.00	491.00	506.00	3.05%
		Variation	NB	1,365.00	1,406.00	1,448.00	2.99%
		Transfer	NB	897.00	924.00	952.00	3.03%
		Re-instatement	NB	897.00	924.00	952.00	3.03%
		Provisional statement	NB	2,361.00	2,432.00	2,505.00	3.00%
		Provisional statement holders	NB	976.00	1,005.00	1,035.00	2.99%
		Copy licence	NB	25.00	25.00	25.00	0.00%
		Notification of change	NB	50.00	50.00	50.00	0.00%
Tracks	Statutory Maximum	New application	NB	1,847.00	1,902.00	1,959.00	3.00%
		Annual fee	NB	735.00	757.00	780.00	3.04%
		Variation	NB	1,239.00	1,250.00	1,250.00	0.00%
		Transfer	NB	897.00	924.00	950.00	2.81%
		Re-instatement	NB	897.00	924.00	950.00	2.81%
		Provisional statement	NB	1,847.00	1,902.00	1,959.00	3.00%
		Provisional statement holders	NB	976.00	950.00	950.00	0.00%
		Copy licence	NB	25.00	25.00	25.00	0.00%
		Notification of change	NB	50.00	50.00	50.00	0.00%
<b>Gambling Act</b>							
Family Entertainment Centres	Statutory Maximum	New application	NB	1,847.00	1,902.00	1,959.00	3.00%
		Annual fee	NB	635.00	654.00	674.00	3.06%
		Variation	NB	835.00	860.00	886.00	3.02%
		Transfer	NB	897.00	924.00	950.00	2.81%
		Re-instatement	NB	897.00	924.00	950.00	2.81%
		Provisional statement	NB	1,847.00	1,902.00	1,959.00	3.00%
		Provisional statement holders	NB	808.00	832.00	857.00	3.00%
		Copy licence	NB	25.00	25.00	25.00	0.00%
		Notification of change	NB	50.00	50.00	50.00	0.00%
Adult Gaming Centre	Statutory Maximum	New application	NB	1,847.00	1,902.00	1,959.00	3.00%
		Annual fee	NB	740.00	762.00	785.00	3.02%
		Variation	NB	835.00	860.00	886.00	3.02%
		Transfer	NB	897.00	924.00	952.00	3.03%
		Re-instatement	NB	897.00	924.00	952.00	3.03%
		Provisional statement	NB	1,847.00	1,902.00	1,959.00	3.00%
		Provisional statement holders	NB	973.00	1,002.00	1,032.00	2.99%
		Copy licence	NB	25.00	25.00	25.00	0.00%
		Notification of change	NB	50.00	50.00	50.00	0.00%
Temporary Use Notices	Statutory Maximum	New application	NB	204.00	210.00	216.00	2.86%
		Copy licence	NB	25.00	25.00	25.00	0.00%

**DISCRETIONARY & STATUTORY FEES 2021/22**

**LICENSING FEES**

Item	Statutory or Discretionary	Description/Comments	VAT Indicator	Charge 2019/20	Charge 2020/21	Proposed Charge 2021/22	Increase / Decrease on 2020/21
				£	£	£	%
<b>Gambling Act</b>							
Licensed Premises Gaming Machine Permit	Statutory Maximum	Grant	NB	150.00	150.00	150.00	0.00%
		Existing operator grant	NB	100.00	100.00	100.00	0.00%
		Variation	NB	100.00	100.00	100.00	0.00%
		Transfer	NB	25.00	25.00	25.00	0.00%
		Annual Fee	NB	50.00	50.00	50.00	0.00%
		Change of name	NB	25.00	25.00	25.00	0.00%
		Copy of permit	NB	15.00	15.00	15.00	0.00%
Lottery Registration	Statutory Maximum	New Application	NB	40.00	40.00	40.00	0.00%
		Renewal	NB	20.00	20.00	20.00	0.00%
Licensed Premises Automatic Notification Process	Statutory Maximum	Notification	NB	50.00	50.00	50.00	0.00%
Club Gaming Permits	Statutory Maximum	Grant	NB	200.00	200.00	200.00	0.00%
		Grant (Club Premises Certificate holder)	NB	100.00	100.00	100.00	0.00%
		Existing operator grant	NB	100.00	100.00	100.00	0.00%
		Variation	NB	100.00	100.00	100.00	0.00%
		Renewal	NB	200.00	200.00	200.00	0.00%
		Renewal (Club Premises Certificate holder)	NB	100.00	100.00	100.00	0.00%
		Annual Fee	NB	50.00	50.00	50.00	0.00%
Copy of permit	NB	15.00	15.00	15.00	0.00%		
<b>Gambling Act</b>							
Club Machine Permits	Statutory Maximum	Grant	NB	200.00	200.00	200.00	0.00%
		Grant (Club Premises Certificate holder)	NB	100.00	100.00	100.00	0.00%
		Existing operator grant	NB	100.00	100.00	100.00	0.00%
		Variation	NB	100.00	100.00	100.00	0.00%
		Renewal	NB	200.00	200.00	200.00	0.00%
		Renewal (Club Premises Certificate holder)	NB	100.00	100.00	100.00	0.00%
		Annual Fee	NB	50.00	50.00	50.00	0.00%
Copy of permit	NB	15.00	15.00	15.00	0.00%		
Family Entertainment Centre Gaming Machine Permit	Statutory Maximum	Grant	NB	300.00	300.00	300.00	0.00%
		Renewal	NB	300.00	300.00	300.00	0.00%
		Existing operator grant	NB	100.00	100.00	100.00	0.00%
		Change of name	NB	25.00	25.00	25.00	0.00%
		Copy of permit	NB	15.00	15.00	15.00	0.00%
Prize Gaming Permits	Statutory Maximum	Grant	NB	300.00	300.00	300.00	0.00%
		Renewal	NB	300.00	300.00	300.00	0.00%
		Existing operator grant	NB	100.00	100.00	100.00	0.00%
		Change of name	NB	25.00	25.00	25.00	0.00%
		Copy of permit	NB	15.00	15.00	15.00	0.00%
		Annual Fee	NB	20.00	20.00	20.00	0.00%

**DISCRETIONARY & STATUTORY FEES 2021/22**

**LICENSING FEES**

Item	Statutory or Discretionary	Description/Comments	VAT Indicator	Charge 2019/20	Charge 2020/21	Proposed Charge 2021/22	Increase / Decrease on 2020/21
				£	£	£	%
<b>Hackney Carriage/Private Hire *</b>							
Hackney Carriage & Private Hire Drivers Licence	Discretionary	For 1 year	NB	56.00	70.00	72.00	2.86%
		For 3 years	NB	112.00	145.00	149.00	2.76%
Vehicle Licence	Discretionary	New	NB	320.00	320.00	335.00	4.69%
		Renewal	NB	300.00	300.00	300.00	0.00%
Additional Hackney Carriage & Private Hire Drivers licence	Discretionary		NB	25.00	30.00	31.00	3.33%
Private Hire Operators	Discretionary	1-3 Vehicles	NB	134.00	139.00	143.00	2.88%
		4-10 Vehicles	NB	445.00	460.00	474.00	3.04%
		11-20 Vehicles	NB	890.00	919.00	947.00	3.05%
Drivers Badge (replacement)	Discretionary		NB	11.50	12.00	12.50	4.17%
Fee for Returned (Bounced) Cheques	Discretionary		NB	16.50	17.00	17.50	2.97%
Transfer of vehicle licence (including plate)	Discretionary		NB	30.00	32.00	35.00	9.38%
Replacement Plate (internal/external)	Discretionary		NB	20.00	20.50	21.00	2.44%
Additional Vehicle under an Operators Licence	Discretionary	Category 1-3	NB	132.00	137.00	141.00	2.92%
	Discretionary	Category 4-10	NB	307.00	318.00	328.00	3.14%
	Discretionary	Category 11-20	NB	445.00	461.00	475.00	3.04%
Replacement Licence	Discretionary		NB	11.50	12.00	12.50	4.17%
Hackney carriage knowledge test	Discretionary		NB	55.00	57.00	59.00	3.51%
DBS	Set by Home Office		NB	44.00	40.00	40.00	0.00%
<b>Environmental Protection</b>							
Contaminated land conveyance searches	Discretionary		NB	N/A	N/A	25.00	

\* This year has seen a large overhaul of charges hence the variances on some fees.

VAT Indicator:

NB = Non Business no VAT

EX = Exempt from VAT

VT = Exclusive of VAT

**DISCRETIONARY & STATUTORY FEES 2021/22**

**Parking Charges**

Item	Description/Comments	VAT Indicator	Charge 2019/20 £	Charge 2020/21 £	Proposed Charge 2021/22 £	Increase / Decrease on 2020/21 %
<b>Season Tickets (Ashford)</b>						
	Flour Mills car park 1 month	VT	68.00	68.00	68.00	0.00%
	Flour Mills car park 3 months	VT	191.00	191.00	191.00	0.00%
	Flour Mills car park 6 months	VT	360.00	360.00	360.00	0.00%
	Flour Mills car park 12 months	VT	675.00	675.00	675.00	0.00%
	Town Centre 1 month	VT	76.00	76.00	76.00	0.00%
	Town Centre 3 Months	VT	215.00	215.00	215.00	0.00%
	Town Centre 6 Months	VT	405.00	405.00	405.00	0.00%
	Town Centre 12 Months	VT	760.00	760.00	760.00	0.00%
	Henwood Parking Area 1 month	VT	54.00	54.00	54.00	0.00%
	Henwood Parking Area 3 months	VT	153.00	153.00	153.00	0.00%
	Henwood Parking Area 6 months	VT	288.00	288.00	288.00	0.00%
	Henwood Parking Area 12 months	VT	540.00	540.00	540.00	0.00%
	Henwood Business Permit 12 months	VT	360.00	360.00	360.00	0.00%
<b>Season Tickets (Tenterden)</b>						
	Bridewell Lane car park 1 month	VT	76.00	76.00	76.00	0.00%
	Bridewell Lane car park 3 months	VT	215.00	215.00	215.00	0.00%
	Bridewell Lane car park 6 months	VT	405.00	405.00	405.00	0.00%
	Bridewell Lane car park 12 months	VT	760.00	760.00	760.00	0.00%
	Bridewell Lane Reserved 12 months	VT	1,520.00	1,520.00	1,520.00	0.00%
	<i>*Season Tickets issued for Bridewell Lane car park are also valid in the rear car park at Tenterden Leisure Centre</i>					
	Admin Charge for loss of season ticket	VT	10.00	10.00	10.00	0.00%
	Admin Charge for refund of Season ticket	VT	10.00	10.00	10.00	0.00%

**DISCRETIONARY & STATUTORY FEES 2021/22**

**Parking Charges**

Item	Description/Comments	VAT Indicator	Charge 2019/20 £	Charge 2020/21 £	Proposed Charge 2021/22 £	Increase / Decrease on 2020/21 %
<b>Residents Permits</b>						
	Zone A Annual	NB	120.00	120.00	120.00	0.00%
	Zone B Annual	NB	50.00	50.00	50.00	0.00%
	Zone B Annual - Off Street Residents Parking Permit	VT	135.00	135.00	135.00	0.00%
	Zone D Annual	NB	30.00	30.00	30.00	0.00%
	Zone E Annual	NB	30.00	30.00	30.00	0.00%
	Zone F Annual	NB	30.00	30.00	30.00	0.00%
	Zone G Annual	NB	30.00	30.00	30.00	0.00%
	Admin Charge for loss of permit	NB	5.00	5.00	5.00	0.00%
<b>Other Permits</b>						
	Visitor's permits each	NB	1.00	1.00	1.00	0.00%
	Admin Charge for loss of staff card/permit	VT	5.00	10.00	10.00	0.00%
	HPA parking permit annual	VT	760.00	760.00	760.00	0.00%
	DSA parking permit annual	VT	760.00	760.00	760.00	0.00%
	International House permit discounted 12 months	VT	380.00	380.00	380.00	0.00%
	International House permit full price 12 months	VT	760.00	760.00	760.00	0.00%
	Admin charge for lost permit	VT	10.00	10.00	10.00	0.00%
<b>Misc Charges</b>						
	Waivers/Dispensations - per week or part week	VT	30.00	30.00	30.00	0.00%
	Waivers/Dispensations - Additional Charge for occupying on street pay and display bay, per bay per day (only applies for individual days if fully week £30 charge applies effectively 2 days free)	VT	10.00	10.00	10.00	0.00%
	Waivers/Dispensations - Additional Charge for occupying on street pay and display bay, per bay per week	VT	30.00	30.00	30.00	0.00%
	Bay Suspensions per week	VT	50.00	50.00	50.00	0.00%
	Replacement of lost cones per cone	VT	20.00	20.00	20.00	0.00%
	Locked car park-vehicle release fee	VT	55.00	55.00	55.00	0.00%
	Clamping release fee - Day	VT	40.00	40.00	40.00	0.00%
	Clamping release fee - Night	VT	150.00	150.00	150.00	0.00%
	Install white access highlight markings (dog-bones)	VT	121.00	121.00	121.00	0.00%
	Refresh white access highlight markings (dog-bones)	VT	158.00	158.00	158.00	0.00%

**DISCRETIONARY & STATUTORY FEES 2021/22**

**Parking Charges**

Item	Description/Comments	VAT Indicator	Charge 2019/20 £	Charge 2020/21 £	Proposed Charge 2021/22 £	Increase / Decrease on 2020/21 %
<b>Misc Charges</b>						
	Printing Charges Up to 5 pages per page	VT	0.50	0.50	0.50	0.00%
	Printing Charges more than 5 pages per page	VT	0.10	0.10	0.10	0.00%
<b>Car Park Charges (Ashford)</b>						
	Civic Centre and Stour Centre car park per hour over 2 hours. Linear Charge in 5p increments	VT	1.10	1.10	1.10	0.00%
	Civic Centre and Stour Centre car park charge over 4 hours Mon-Fri	VT	11.00	11.00	11.00	0.00%
	Civic Centre and Stour Centre car park charge over 4 hours Sat and Sun	VT	5.00	5.50	5.50	0.00%
	Civic Centre and Stour Centre car park per hour Coach Charge (Linear Charge in 5p increments)	VT	1.70	1.85	1.85	0.00%
	Civic Centre and Stour Centre car park Coach charge over 4 hours	VT	11.00	11.00	11.00	0.00%
	Dover Place car park per hour	VT	1.10	1.10	1.10	0.00%
	Dover Place car park over 4 hours	VT	5.00	5.00	5.00	0.00%
	Elwick Road car park per hour	VT	1.10	1.10	1.10	0.00%
	Elwick Road car park over 4 hours	VT	5.00	5.00	5.00	0.00%
	Elwick Place car park up to 2 hours	VT	2.20	2.20	2.20	0.00%
	Elwick Place car park up to 3 hours	VT	3.30	3.30	3.30	0.00%
	Elwick Place car park up to 4 hours	VT	4.40	4.40	4.40	0.00%
	Elwick Place car park up to 5 hours	VT	5.50	5.50	5.50	0.00%
	Elwick Place car park over 5 hours	VT	11.00	12.00	11.00	0.00%
	Elwick Place car park Travelodge	VT	7.50	7.50	7.50	0.00%
	Edinburgh Road car park per hour	VT	1.10	1.10	1.10	0.00%

**DISCRETIONARY & STATUTORY FEES 2021/22**

**Parking Charges**

Item	Description/Comments	VAT Indicator	Charge 2019/20 £	Charge 2020/21 £	Proposed Charge 2021/22 £	Increase / Decrease on 2020/21 %
<b>Car Park Charges (Ashford)</b>						
	Edinburgh Road car park charge over 4 hours	VT	5.00	5.00	5.00	0.00%
	Flour Mills car park per hour	VT	1.10	1.10	1.10	0.00%
	Flour Mills car park charge over 4 hours	VT	4.40	4.40	4.40	0.00%
	Henwood car park per hour	VT	0.90	1.00	1.00	0.00%
	Henwood car park charge over 4 hours	VT	3.60	4.00	4.00	0.00%
	Station Road Ashford car park per hour	VT	1.10	1.10	1.10	0.00%
	Station Road Ashford car park charge over 4 hours	VT	5.00	5.00	5.00	0.00%
	Vicarage Lane car park per hour	VT	1.10	1.10	1.10	0.00%
	Vicarage Lane car park charge over 4 hours	VT	11.00	11.00	11.00	0.00%
<b>Car Park Charges (Tenterden)</b>						
	Bridewell Lane car park per hour	VT	1.10	1.10	1.10	0.00%
	Bridewell Lane car park over 4 hours	VT	5.00	5.00	5.00	0.00%
	Recreation Ground Road car park per hour	VT	1.10	1.10	1.10	0.00%
	Recreation Ground Road car park over 4 hours	VT	11.00	11.00	11.00	0.00%
	Station Road car park Tenterden per hour	VT	1.10	1.10	1.10	0.00%
	Station Road car park Tenterden over 4 hours	VT	11.00	11.00	11.00	0.00%
	Station Road car park Tenterden per hour Coach charge	VT	1.70	1.85	1.85	0.00%
	Station Road car park Tenterden over 4 hours	VT	11.00	11.00	11.00	0.00%
	Tenterden Leisure Centre car park per hour	VT	1.10	1.10	1.10	0.00%
	Tenterden Leisure Centre car park over 4 hours	VT	11.00	11.00	11.00	0.00%
<b>Car Park Charges (Tenterden)</b>						
	Tenterden Leisure Centre car park Coach charge per hour	VT	1.70	1.85	1.85	0.00%
	Tenterden Leisure Centre car park Coach charge over 4 hours	VT	11.00	11.00	11.00	0.00%
<b>On Street Parking Charges</b>						
	Charge per hour before 6pm	NB	1.10	1.10	1.10	0.00%
	Charge after 6pm for parking up to 1 hour	NB	1.10	1.10	1.10	0.00%
	Charge after 6pm for parking over one hour	NB	3.00	3.00	3.00	0.00%
<b>Penalty Charge Notices</b>						
	Lower level	NB	50.00	50.00	50.00	0.00%
	Higher level	NB	70.00	70.00	70.00	0.00%

Where an actual recharge (based on hours worked) exceeds minimum figures above, the actual charge is to be levied unless commercial in which case an uplift of a minimum of 50% should be considered with Team Leader or Head of Service.

**DISCRETIONARY & STATUTORY FEES 2021/22**

**Room Hire**

<b>Item</b>	<b>Description/Comments</b>	<b>VAT Indicator</b>	<b>Charge 2019/20</b>	<b>Charge 2020/21</b>	<b>Proposed Charge 2021/22</b>	<b>Increase / Decrease on 2020/21</b>
			<b>£</b>	<b>£</b>	<b>£</b>	<b>%</b>
Room Hire	Council Chamber	- Up to 4 hours	164.00	164.00	164.00	0.00%
		- Full Day	288.00	288.00	288.00	0.00%
		- Evening after 5pm	264.00	264.00	264.00	0.00%
	Committee Rooms	- Up to 4 hours	86.00	86.00	86.00	0.00%
		- Full Day	155.00	155.00	155.00	0.00%
		- Evening after 5pm	149.00	149.00	149.00	0.00%

**VAT Indicator:**  
**VT = Inclusive of VAT**



**DISCRETIONARY & STATUTORY FEES 2021/22**

**Cemetery Charges**

Item	Description/Comments	VAT Indicator	Charge 2019/20 £	Charge 2020/21 £	Proposed Charge 2021/22 £	Increase / Decrease on 2020/21 %
<b>Interments in a new unpurchased grave</b>						
(1) Interment of standard sized coffin in new grave - includes digging, purchase of right of burial for 30 years and temporary wooden marker with plaque	<b>ADULT (Resident):</b>					
	Single grave depth	NB	1,152.86	1,190.00	1,240.00	4.20%
	Single grave depth with boarding (excludes Tenterden cemetery and woodland graves)	NB	1,375.82	1,417.00	1,467.00	3.53%
	Double grave depth (excludes Tenterden)	NB	1,271.02	1,310.00	1,360.00	3.82%
	Triple grave depth (excludes Tenterden)	NB	1,485.77	1,530.00	1,580.00	3.27%
	<b>ADULT (Non-resident):</b>					
	Single grave depth	NB	2,305.72	3,570.00	4,960.00	38.94%
	Single grave depth with boarding (excludes Tenterden cemetery and woodland graves)	NB	2,751.64	4,251.00	5,868.00	38.04%
	Double grave depth (excludes Tenterden)	NB	2,542.04	3,930.00	5,440.00	38.42%
	Triple grave depth (excludes Tenterden)	NB	2,971.54	4,590.00	6,320.00	37.69%
	<b>CHILD (Resident):</b>					
	Single grave depth: under 3 months	NB	FREE	FREE	FREE	0.00%
	Single grave depth: 3 - 5 years	NB	FREE	FREE	FREE	0.00%
	Single grave depth: 6 - 18 years	NB	FREE	FREE	FREE	0.00%
	<b>CHILD (Non-resident):</b>					
	Single grave depth: under 3 months	NB	82.20	85.00	85.00	0.00%
Single grave depth: 3 - 5 years	NB	82.20	85.00	85.00	0.00%	
Single grave depth: 6 - 18 years	NB	267.15	275.00	275.00	0.00%	
(2) Interment of casket style or oversized coffin (<29") in new grave - includes digging, purchase of right of burial for 30 years and temporary wooden marker with plaque. NOTE: Oversized coffins or caskets require two grave spaces	<b>ADULT (Resident):</b>					
	Single grave depth	NB		2,389.00	2,420.00	1.30%
	Single grave depth with boarding (excludes Tenterden)	NB		2,834.00	2,874.00	1.41%
	Double grave depth (excludes Tenterden)	NB		2,620.00	2,660.00	1.53%
	Triple grave depth (excludes Tenterden)	NB		3,060.00	3,100.00	1.31%
	<b>ADULT (Non-resident):</b>					
	Single grave depth	NB		7,140.00	9,680.00	35.57%
	Single grave depth with boarding (excludes Tenterden)	NB		8,502.00	11,496.00	35.22%
	Double grave depth (excludes Tenterden)	NB		7,860.00	10,640.00	35.37%
	Triple grave depth (excludes Tenterden)	NB		9,180.00	12,400.00	35.08%

**DISCRETIONARY & STATUTORY FEES 2021/22**

**Cemetery Charges**

Item	Description/Comments	VAT Indicator	Charge 2019/20 £	Charge 2020/21 £	Proposed Charge 2021/22 £	Increase / Decrease on 2020/21 %
<b>Interments in a reopen grave or grave that has been pre-purchased</b>						
(3) Reopen of existing grave or pre-purchased grave for interment of standard coffin - includes digging but excludes temporary wooden marker with plaque	<b>ADULT (Resident):</b>					
	Single grave depth	NB	544.00	560.00	640.00	14.29%
	Single grave depth with boarding (excludes Tenterden) *	NB			867.00	
	Double grave depth (excludes Tenterden)	NB	667.88	690.00	760.00	10.14%
	Triple grave depth (excludes Tenterden)	NB	955.58	985.00	980.00	-0.51%
	<b>ADULT (Non Resident):</b>					
	Single grave depth	NB	1,088.00	1,920.00	2,560.00	33.33%
	Single grave depth with boarding (excludes Tenterden) *	NB			3,468.00	
	Double grave depth (excludes Tenterden)	NB	1,355.76	2,070.00	3,400.00	64.25%
	Triple grave depth (excludes Tenterden)	NB	1,911.16	2,955.00	4,280.00	44.84%
	<b>CHILDREN (Resident):</b>					
	Under 5 years	NB	FREE	FREE	FREE	0.00%
	6 - 18 years	NB	FREE	FREE	FREE	0.00%
	<b>CHILDREN (Non Resident):</b>					
Under 5 years *	NB	n/a	n/a	85.00		
6 - 18 years *	NB	n/a	n/a	275.00		
<b>Interments in a reopen grave or grave that has been pre-purchased</b>						
(4) Reopen of existing grave or pre-purchased grave for interment of casket or oversized coffin (<29") where possible. Includes digging but excludes temporary wooden marked with plaque NOTE: Oversized coffins or caskets require two grave spaces, can only be dug if space is available and does not encroach on another purchased grave	<b>ADULT (Resident):</b>					
	Single grave depth *	NB	n/a	n/a	1,280.00	
	Single grave depth with boarding (excludes Tenterden) *	NB	n/a	n/a	1,734.00	
	Double grave depth (excludes Tenterden) *	NB	n/a	n/a	1,520.00	
	Triple grave depth (excludes Tenterden) *	NB	n/a	n/a	1,960.00	
	<b>ADULT (Non-resident):</b>					
	Single grave depth *	NB	n/a	n/a	5,120.00	
	Single grave depth with boarding (excludes Tenterden) *	NB	n/a	n/a	6,936.00	
	Double grave depth (excludes Tenterden) *	NB	n/a	n/a	6,080.00	
	Triple grave depth (excludes Tenterden) *	NB	n/a	n/a	7,840.00	

**DISCRETIONARY & STATUTORY FEES 2021/22**

**Cemetery Charges**

Item	Description/Comments	VAT Indicator	Charge 2019/20 £	Charge 2020/21 £	Proposed Charge 2021/22 £	Increase / Decrease on 2020/21 %
<b>Interment of Ashes in new unpurchased cremation plot</b>						
(5) Interment of ashes in new cremation plot - includes digging, purchase of right of burial for 30 years and temporary wooden marker with plaque	<b>(Resident):</b>					
	Large plot (capacity for upto 4 interment of ashes)	NB	414.08	427.00	500.00	17.10%
	Small plot (capacity for up to 2 interment of ashes)	NB		387.00	365.00	-5.68%
	<b>(Non Resident):</b>					
	Large plot (capacity for upto 4 interment of ashes)	NB	828.00	1,281.00	2,000.00	56.13%
	Small plot (capacity for upto 2 interment of ashes)	NB		1,160.00	1,460.00	25.86%
<b>Interment of Ashes in an existing grave or ashes plot or a grave or ashes plot that has been pre-purchased</b>						
(6) Reopen of burial plot for interment of ashes	<b>(Resident):</b>					
	For one set of ashes. Further sets of ashes at same time will be charged as per item (7)	NB	114.05	118.00	139.00	17.80%
	<b>(Non Resident):</b>					
	For one set of ashes. Further sets of ashes at same time will be charge as per item (7)	NB	228.10	354.00	556.00	57.06%
<b>Interment of ashes interred at same time of another burial in same grave or ashes plot</b>						
(7) Interment of single set ashes buried same time as a coffin burial or another set of ashes in same grave or burial plot. Fee charged for each additional set	<b>(Resident):</b>					
	Per set of ashes *	NB	n/a	n/a	70.00	
	<b>(Non Resident):</b>					
	Per set of ashes *	NB	n/a	n/a	280.00	

**DISCRETIONARY & STATUTORY FEES 2021/22**

**Cemetery Charges**

Item	Description/Comments	VAT Indicator	Charge 2019/20 £	Charge 2020/21 £	Proposed Charge 2021/22 £	Increase / Decrease on 2020/21 %
<b>Memorial permit giving permission to erect a memorial</b>						
<p>(8) Application for a memorials for graves in all cemeteries excluding Woodland Sections where memorials are not permitted. One application required per element of memorial required.</p> <p>NOTE: Not all sections of the cemtery are permitted kerbstones, these sections are detailed in the rules and regulations</p>	<b>Adult (Resident)</b>					
	Headstone or tablet including inscriptions	NB	171.59	180.00	200.00	11.11%
	Kerbstone including inscriptions	NB	247.00	255.00	200.00	-21.57%
	Kerbstone infill	NB	n/a	n/a	100.00	
	Placement of a vase including inscriptions	NB	82.20	85.00	85.00	0.00%
	<b>Adult (Non Resident):</b>					
	Headstone or tablet including inscriptions	NB		540.00	800.00	48.15%
	Kerbstone including inscriptions	NB		765.00	800.00	4.58%
	Kerbstone infill	NB	n/a	n/a	400.00	
	Placement of a vase including inscriptions	NB		255.00	340.00	33.33%
	<b>Child - up to 18 years (Resident):</b>					
	Headstone or tablet including inscriptions	NB		FREE	FREE	0.00%
	Kerbstone including inscriptions	NB		FREE	FREE	0.00%
	Kerbstone infill	NB		FREE	FREE	0.00%
	Placement of a vase including inscriptions	NB		FREE	FREE	0.00%
<b>Child - up to 18 years (Non Resident):</b>						
Headstone or tablet including inscriptions	NB		180.00	200.00	11.11%	
Kerbstone including inscriptions	NB		255.00	200.00	-21.57%	
Kerbstone infill	NB	n/a	n/a	100.00		
Placement of a vase including inscriptions *	NB			85.00		
<b>Inscription Application</b>						
<p>(9) Application for additional inscription on existing memorial.</p>	<b>(Resident):</b>					
	New inscription on an existing memorial	VT	56.51	60.00	85.00	41.67%
<b>(Non Resident):</b>						
New inscription on an existing memorial	VT		180.00	340.00	88.89%	

**DISCRETIONARY & STATUTORY FEES 2021/22**

**Cemetery Charges**

Item	Description/Comments	VAT Indicator	Charge 2019/20 £	Charge 2020/21 £	Proposed Charge 2021/22 £	Increase / Decrease on 2020/21 %
<b>Purchase of Exclusive Right of Burial</b>						
(10) Purchase of right of burial for 30 years (applies to pre-purchase of graves and where burial rights that were not purchased prior to introduction of the composite fee)	<b>(Resident)</b>					
	One grave space	NB	524.03	540.00	540.00	0.00%
	Large cremation plot	NB	292.13	301.00	301.00	0.00%
	Small cremation plot	NB		166.00	166.00	0.00%
	<b>(Non Resident)</b>					
	One grave space	NB	1,048.06	1,620.00	2,160.00	
	Large cremation plot	NB	584.26	903.00	1,204.00	
	Small cremation plot	NB		498.00	664.00	
	<b>Purchase of Exclusive Right of Burial</b>					
(11) Extension of a right of burial for period of 5 years	<b>(Resident)</b>					
	One grave space	EX	87.34	75.00	90.00	20.00%
	Large cremation plot	EX	n/a	n/a	50.00	
	Small cremation plot	EX	n/a	n/a	28.00	
	<b>(Non Resident)</b>					
	One grave space	EX	174.68	225.00	360.00	
	Large cremation plot	EX	n/a	n/a	200.00	
	Small cremation plot	EX	n/a	n/a	112.00	
	(12) Transfer of a right of burial	<b>(Resident)</b>				
Per transfer completed		EX	51.38	75.00	90.00	20.00%
<b>(Non Resident)</b>						
Per transfer completed *	EX	n/a	n/a	360.00		
<b>Exhumations</b>						
(13) Exhumation and reinterment in same grave		VT	AT COST	AT COST	AT COST	
(14) Exhumation and reinterment in another grave in ABC cemetery		EX	AT COST	AT COST	AT COST	
(15) Exhumation for transportation to non ABC cemetery		EX	AT COST	AT COST	AT COST	

**DISCRETIONARY & STATUTORY FEES 2021/22**

**Cemetery Charges**

Item	Description/Comments	VAT Indicator	Charge 2019/20 £	Charge 2020/21 £	Proposed Charge 2021/22 £	Increase / Decrease on 2020/21 %
<b>Other Cemetery Charges</b>						
(16) Selection of grave space by customer instead of using next available space		EX	90.42	100.00	105.00	5.00%
(17) Incorrect arrival time in excess of 30 mins at cemetery		NB	102.75	105.00	105.00	0.00%
(18) Family history search for genealogy purposes	Up to 3 names in single application	VT	26.72	30.00	30.00	0.00%
(19) Temporary Marker with plaque for reopened graves or new graves that were prepurchased - Excludes woodland graves	Wooden cross	VT	41.10	60.00	60.00	0.00%
	Wooden plaque holder	VT	n/a	n/a	50.00	
(20) Additional memorial plaque for woodland grave or wooden marker	Additional plaque for reopen burial or interment in a pre-purchased grave, or replacement of existing plaque	VT	n/a	n/a	45.00	
(21) Tree Replacement in woodland section (Bybrook or Tenterden cemetery). Includes purchase for same species of tree and planting. Excludes a tree planting ceremony	Replacement of tree that has failed within 12 months of initial planting	VT	n/a	n/a	FREE	
(22) Tree Replacement in woodland section (Bybrook or Tenterden cemetery). Includes purchase and planting. Excludes a tree planting ceremony	Replacement of tree that has failed after being planted for more than 12 months.	VT	n/a	n/a	100.00	

**DISCRETIONARY & STATUTORY FEES 2021/22**

**Cemetery Charges**

Item	Description/Comments	VAT Indicator	Charge 2019/20 £	Charge 2020/21 £	Proposed Charge 2021/22 £	Increase / Decrease on 2020/21 %
<b>Other Cemetery Charges</b>						
(23) Cancellation of service	Fee chargeable if grave has been dug and date is rescheduled or interment has repeat rescheduling	NB	n/a	n/a	105.00	
(24) Reservation Fee to secure burial plot for a six month period. Amount payable is deducted from total cost when paid in full. No refund if burial plot is not fully purchased within six months.	<b>(Resident)</b>					
	One grave space	NB	n/a	n/a	108.00	
	Large cremation plot	NB	n/a	n/a	60.00	
	Small cremation plot	NB	n/a	n/a	33.00	
	<b>(Non Resident)</b>					
	One grave space	NB	n/a	n/a	432.00	
	Large cremation plot	NB	n/a	n/a	240.00	
	Small cremation plot	NB	n/a	n/a	132.00	

**Other Notes:**

**This year has seen a large overhaul of charges hence the variances on some fees.**

Fees where an \* has been placed in the description/comments box have not previously been detailed in the fees and charges. These prices existed but were calculated

**VAT Indicator:**

**NB = Non Business no VAT**

**EX = Exempt from VAT**

**VT = Inclusive of VAT**

**DISCRETIONARY & STATUTORY FEES 2021/22**

**Planning Services**

<b>Item</b>	<b>Description/Comments</b>	<b>VAT Indicator</b>	<b>Charge 2019/20 £</b>	<b>Charge 2020/21 £</b>	<b>Proposed Charge 2021/22 £</b>	<b>Increase / Decrease on 2020/21 %</b>
Pre-Application Planning & Policy Advice	Level 1 will be charged for written advice on all proposals that will require consent from the Local Planning Authority under the Planning Acts, other than those listed above and in levels 2 and 3	VT	92.00	95.00	98.00	3.16%
	Level 2 will be charged for written advice on all minor developments	VT	177.00	182.00	187.00	2.75%
	Level 3 will be charged for meetings with officers (If the meeting is on site then travelling time will be included in the assessment). The charge is per hour or part thereof	VT	474.00	488.00	503.00	3.07%
Compliance Check ( Confirmation that a development has been built in accordance with the approved plans)	For domestic Development	VT	87.00	90.00	93.00	3.33%
	For a Domestic proposal that requires a site visit	VT	170.00	175.00	180.00	2.86%
Research of Planning History	To confirm whether or not permitted development rights have been removed from a dwelling (Copies of Decision Notices are charged extra)	VT	45.00	46.00	47.00	2.17%
			0.00	0.00	0.00	
Formal Complaint under High Hedges Legalisation		VT	483.00	497.00	512.00	3.02%

**Other Notes:**

Planning fees are currently under review so these may be subject to change after appropriate Cabinet approval.

All other Statutory charges apply

**VAT Indicator:**

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**DISCRETIONARY & STATUTORY FEES 2021/22**

**Monitoring Centre**

Item	Description/Comments	VAT Indicator	Charge 2019/20 £	Charge 2020/21 £	Proposed Charge 2021/22 £	Increase / Decrease on 2020/21 %
<b>Telecare/Lifeline</b>						
Telecare Lifeline/Addition Installation (Within Kent)	One Off Payment per client	VT	35.00	80.00	82.00	2.50%
Telecare Lifeline/addition Postage and self install - Nation Wide	One off payment per client	VT	N/A	15.00	15.00	0.00%
Telecare Lifeline Monitoring and Equipment Hire	Annual Fee per client	VT	166.00	160.00	165.00	3.13%
Supply of Second Pendant sensor	One off payment per client	VT	54.00	55.00	57.00	3.64%
Supply of Key safe - new style	One Off Payment per client	VT	78.00	70.00	72.00	2.86%
Supply of Key release Door Chain - new style	One Off Payment per client	VT	63.00	63.00	65.00	3.17%
Telecare/Lifeline Equipment	Replacement of Equipment due to Damage/Non Return	VT	205.00	205.00	211.00	2.93%
Purchase of Safe Socket	One off payment per safe socket required	VT	23.00	25.00	26.00	4.00%
Purchase of BT Cable for Lifeline	One off payment per BT cable required	VT	13.00	15.00	15.00	0.00%
Purchase of Fall Detector	One off payment per fall detector	VT	106.00	110.00	113.00	2.73%
Purchase of Carbon Monoxide	One off payment per Carbon Monoxide Detector	VT	121.00	121.00	125.00	3.31%
Purchase of Flood Detector	One off payment per Flood Detector	VT	106.00	110.00	113.00	2.73%
Purchase of Pendant Easy Press	One off payment per Pendant Easy Press	VT	17.00	10.00	10.00	0.00%
Purchase of Smoke Alarm Detector	One off payment per Smoke Alarm Detector	VT	106.00	110.00	113.00	2.73%
Purchase of Power Cable	One off payment per Power Cable	VT	33.00	35.00	36.00	2.86%
Insurance CCTV review/download	One off payment for a data protection request from an insurance company	VT	0.00	125.00	125.00	0.00%

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**DISCRETIONARY & STATUTORY FEES 2021/22**

**LEGAL & ELECTORAL SERVICES**

Item	Description/Comments	VAT Indicator	Charge 2019/20 £	Charge 2020/21 £	Proposed Charge 2021/22 £	Increase / Decrease on 2020/21 %
<b>Legal Fees</b>						
S9 Agreements	(including caution/note on Register)	NB	311.00	320.00	330.00	3.13%
S9 Transfers	Plus Land Registry Fees	NB	311.00	320.00	330.00	3.13%
S106 (and supplementary) deeds		NB	906.00	933.00	961.00	3.00%
Grazing Licences		NB	114.00	117.00	121.00	3.42%
Licences to Assign		NB	208.00	214.00	220.00	2.80%
Sales or Easements	Up to £2,500 in value	NB	297.00	306.00	315.00	2.94%
Sales or Easements	over £2,500 in value - Basic Fee Charge as listed plus 1% of actual sale price	NB	334.00	344.00	354.00	2.91%
Commercial Leases		NB	323.00	333.00	343.00	3.00%
Commercial lease renewals		NB	218.00	225.00	232.00	3.11%
Surrenders		NB	198.00	204.00	210.00	2.94%
Landlord consent etc		NB	105.00	108.00	111.00	2.78%
Transfer of Equity (mortgage)		NB	219.00	226.00	233.00	3.10%
Redemptions		NB	114.00	117.00	121.00	3.42%
Mortgagees Enquiries		NB	207.00	213.00	219.00	2.82%
Deed of Postponement		NB	94.00	97.00	100.00	3.09%
Release of expired Statutory Charge		NB	101.00	104.00	107.00	2.88%
Waiver (Improvement Grant)		NB	101.00	104.00	107.00	2.88%
Notice of Charge		NB	74.00	75.00	77.00	2.67%
Counterpart Lease		NB	74.00	75.00	77.00	2.67%
Engross Transfer/conveyance		NB	52.00	54.00	56.00	3.70%
Notice to Assign		NB	74.00	75.00	77.00	2.67%
Wayleaves		NB	182.00	187.00	193.00	3.21%

**IMPORTANT NOTE:** The above represent a minimum level of charge, not a fixed level of charge.

Where the commercial value of the time worked on a matter exceeds the minimum charge stated above, the commercial value of the time (at a fair and reasonable

**DISCRETIONARY & STATUTORY FEES 2021/22**

**LEGAL & ELECTORAL SERVICES**

Item	Description/Comments	VAT Indicator	Charge 2019/20 £	Charge 2020/21 £	Proposed Charge 2021/22 £	Increase / Decrease on 2020/21 %
<b>Electoral Services</b>						
Confirmation of Registration letters	Letters required due to the credit reference agencies not updating their information	VT	10.00	No charge due to new legislation	No charge	
Postal votes pack	Postal votes pack (Charge to Parish Councils for by-elections)	VT	1.30	Actual	Actual	
Poll Cards	Poll card (Charge to Parish Councils for by-elections)	VT	0.60	Actual	Actual	
	<b>Statutory Charges (restricted availability for full register and overseas lists)</b>					
Sales of full and edited register	Data £20 plus £1.50 per 1,000 entries or part of 1,000	NB	21.50	21.50	21.50	0.00%
Sales of full and edited register	Printed £10 plus £5 per 1,000 or part of 1,000	NB	15.00	15.00	15.00	0.00%
Overseas electors List	Data £20 plus £1.50 per 100 entries or part of 100	NB	21.50	21.50	21.50	0.00%
Overseas electors List	Printed £10 plus £1.50 per 100 or part of 100	NB	11.50	11.50	11.50	0.00%

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**DISCRETIONARY & STATUTORY FEES 2021/22**

**Corporate Property**

<b>Item</b>	<b>Description/Comments</b>	<b>VAT Indicator</b>	<b>Charge 2019/20 £</b>	<b>Charge 2020/21 £</b>	<b>Proposed Charge 2021/22 £</b>	<b>Increase / Decrease on 2020/21 %</b>
<b>Corporate Property</b>						
Licences - valuation	If external valuers are appointed, the charge will be the amount invoiced by the valuer.	EX	at cost recovery	at cost recovery	at cost recovery	n/a
Licences - inspection/administration	The fee may depend upon whether a new boundary fence needs to be erected.	VT	199.00	205.00	250.00	21.95%
Land sales - valuation	If external valuers are appointed, the charge will be the amount invoiced by the valuer. Intial payment of £500 is requested	EX	at cost recovery	at cost recovery	at cost recovery	n/a
Land sales - inspection/administration	Cost of the site inspection £324 up to sales value of £2500, where sales value exceeds £2500 cost will be £334 + 1% of sales value. Reflects more approparite charge.	VT	306.00	315.00	324.00	2.86%
Easements - valuation	If external valuers are appointed, the charge will be the amount invoiced by the valuer.	EX	at cost recovery	at cost recovery	at cost recovery	n/a
Easements - administration		VT	134.00	138.00	200.00	44.93%
Release of covenant - valuation	If external valuers are appointed, the charge will be the amount invoiced by the valuer.	EX	at cost recovery	at cost recovery	at cost recovery	n/a
Release of covenant - administration		VT	134.00	138.00	300.00	117.39%
Boundary disputes	Charge only applies if unlawful encroachment on Council land is found to have occurred. Final cost will depend upon complexity of dispute.	EX	199.00	205.00	211.00	2.93%
Development Administration Fee	To cover overheads in relation to officer time for processing, site visits for monitoring purposes for duration of works, insurance checks, review of method statements and risk assessments.	VT	423.00	436.00	449.00	2.98%
AutoCAD plan production fee	Production of drawings for the purpose of ABC legal agreements	VT	106.00	109.00	112.00	2.75%

**DISCRETIONARY & STATUTORY FEES 2021/22**

**Corporate Property**

Item	Description/Comments	VAT Indicator	Charge 2019/20 £	Charge 2020/21 £	Proposed Charge 2021/22 £	Increase / Decrease on 2020/21 %
<b>Corporate Property</b>						
Wayleaves - inspection/administration		VT	134.00	138.00	250.00	81.16%
<b>Garage and Parking Space Fees and Charges</b>						
Garage and Parking Space Fees and Charges	Council Tenant Low per week	EX	7.99	10.50	11.00	4.76%
	Council Tenant High per week	EX	9.05	10.50	11.00	4.76%
	Non Council Tenant Low (plus VAT) per week	VT	9.59	12.60	13.20	4.76%
	Non Council Tenant High (plus VAT) per week	VT	10.86	12.60	13.20	4.76%
	Deposit for all new Garage Tenancies (new charge)	EX			One months rent	
	Parking Spaces (on garage sites only) per year in advance (new charge in 20/21 as we will be demolishing a number of garage sites and creating parking spaces, this will then be in place going forward)	VT		200.00	210.00	4.76%

**Other Notes:**

The large increases better reflect the amount of officer time spent

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**DISCRETIONARY & STATUTORY FEES 2021/22**

**Other Charges**

<b>Item</b>	<b>Description/Comments</b>	<b>VAT Indicator</b>	<b>Charge 2019/20 £</b>	<b>Charge 2020/21 £</b>	<b>Proposed Charge 2021/22 £</b>	<b>Increase / Decrease on 2020/21 %</b>
<b>Waste Collection</b>						
Bulky Collection	Base Charge	NB	24.00	25.00	26.00	4.00%
Garden Waste Bins	Wheelie Bin for Garden Waste - Previously agreed by Cabinet	NB	40.00	37.50	40.00	6.67%
Full household bin set (new developments)	Set of one recycle (240L) one refuse (180L) one food caddy (23L) and one silver kitchen caddy (5L)	NB	75.00	77.00	80.00	3.90%
Recycle bin (New development)	Green (240L)	NB	n/a	40.00	41.00	2.50%
Refuse bin (New development)	Black (180L)	NB	n/a	40.00	41.00	2.50%
Food caddy (New development)	Orange & black (23L)	NB	n/a	10.00	10.00	0.00%
Kitchen food caddy (New development)	Silver (5L)	NB	n/a	8.00	8.00	0.00%
Food bin	Orange & black (140L)	NB	n/a	35.00	36.00	2.86%
Replacement resident refuse bin	Black (180L)	NB	n/a	25.00	25.00	0.00%
Replacement resident recycle bin	Green (240L)	NB	n/a	25.00	25.00	0.00%
Bulk refuse bin	1100L steel/black lid	NB	Cost recovery	345.00	355.00	2.90%
Bulk refuse bin	1100L steel/black lid (each additional bulk refuse bin in same delivery)	NB	Cost recovery	300.00	309.00	3.00%
Bulk recycle bin	1100L full green	NB	Cost recovery	370.00	381.00	2.97%
Bulk recycle bin	1100L full green (each additional bulk recycle bin in same delivery)	NB	Cost recovery	330.00	340.00	3.03%

**DISCRETIONARY & STATUTORY FEES 2021/22**

**Other Charges**

Item	Description/Comments	VAT Indicator	Charge 2019/20 £	Charge 2020/21 £	Proposed Charge 2021/22 £	Increase / Decrease on 2020/21 %
<b>Waste Collection</b>						
<b>Dog Warden Fees</b>						
Stray Dogs	Statutory fee for dog not being on lead	NB	28.00	25.00	25.00	0.00%
Dog Control Costs	Collection/delivery of dog	NB	42.00	45.00	45.00	0.00%
Kennelling costs	Per 24 hour period, day one due on admission	NB	10.00	10.00	11.00	10.00%
Administration charge	Office Hours	NB	15.00	15.00	16.00	6.67%
	Outside Office Hours	NB	32.00	33.00	35.00	6.06%
Vetinary Treatment	As required	NB	Cost Recovery			
Microchipping of a dog	Not for commercial purposes, ie dog breeders	NB	FREE	FREE	FREE	
<b>Fixed Penalty Notices</b>						
Non compliance of micro chip for a dog	*	NB	500.00	500.00	500.00	
Dog fouling	*	NB	n/a	n/a	50.00	
Littering	*	NB	n/a	n/a	75.00	
Flytipping	*	NB	n/a	n/a	400.00	
Failure to fulfil duty of care (Domestic Waste)	*	NB	n/a	n/a	400.00	
Failure to comply with a Community Protection Notice	*	NB	n/a	n/a	100.00	
Failure to comply with a Public Space Protection Order	*	NB	n/a	n/a	100.00	
<b>Allotment Rents</b>						
Plot rent		EX	7.00	7.00	7.20	2.86%
Concessionary rate rent	50% for 1st 5 perch,full price after	EX	3.50	3.50	3.60	2.86%

**DISCRETIONARY & STATUTORY FEES 2021/22**

**Other Charges**

Item	Description/Comments	VAT Indicator	Charge 2019/20 £	Charge 2020/21 £	Proposed Charge 2021/22 £	Increase / Decrease on 2020/21 %
<b>Waste Collection</b>						
<b>Memorial Benches</b>						
Hereford Seat or similar style	15 year lease plus supply and Installation of bench	NB/VT		758.00	780.74	3.00%
Georgian Seat or similar style	15 year lease plus supply and Installation of bench	NB/VT		987.00	1016.61	3.00%
Cavendish Seat or similar style	15 year lease plus supply and Installation of bench	NB/VT		898.00	924.94	3.00%
Recasting of memorial plaque	Changing the inscription for example, adding an additional name	NB/VT		250.00	257.50	3.00%
Extending the lease of a bench	Extending the lease of the bench at the end of the initial 15 year period for a period of 5 years (subject to condition)	NB/VT		300.00	309.00	3.00%
<b>Tree Planting</b>						
Dedicate a tree	Lower end of price scale	NB/VT		195.00	198.90	2.00%
	Higher end of price scale	NB/VT		240.00	244.80	2.00%
Sponsor a tree		NB/VT		98.00	99.96	2.00%
Plant a woodland tree		NB/VT		25.00	25.50	2.00%

**Other Notes**

Fees where an \* has been placed in the description/comments box have not previously been detailed in the fees and charges.

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**DISCRETIONARY & STATUTORY FEES 2021/22**

**Other Charges**

Item	Description/Comments	VAT Indicator	Charge 2019/20 £	Charge 2020/21 £	Proposed Charge 2021/22 £	Increase / Decrease on 2020/21 %
<b>Chilmington Road Travellers Site</b>						
Rent	Charge per week	NB	47.53	48.96	50.43	3.00%
Service Charge	Charge per week	NB	37.00	38.11	39.25	3.00%
<b>Mobile Homes</b>						
Annual monitoring fee *	Charge per pitch	NB	5.40	7.40	7.40	0.00%
Check & Depositing Site Rules		NB	65.00	67.00	69.00	2.99%
Site Licence Application Fees	Band 1 - 1-10 pitches	NB	414.00	380.50	392.00	3.02%
	Band 2 - 11-50 pitches	NB	484.00	425.50	438.00	2.94%
	Band 3 - 51-99 pitches	NB	674.00	562.00	579.00	3.02%
	Band 4 - 100-199 pitches	NB	814.00	697.00	718.00	3.01%
	Band 5 - 200+ pitches	NB	1007.00	854.50	880.00	2.98%
Application to transfer a site licence	Band 1 - 1-10 pitches	NB	82.00	76.10	78.00	2.50%
	Band 2 - 11-50 pitches	NB	97.00	85.10	88.00	3.41%
	Band 3 - 51-99 pitches	NB	135.00	112.40	116.00	3.20%
	Band 4 - 100-199 pitches	NB	163.00	139.40	144.00	3.30%
	Band 5 - 200+ pitches	NB	202.00	170.92	176.00	2.97%
Application to amend a site licence	Band 1 - 1-10 pitches	NB	138.00	125.57	129.00	2.73%
	Band 2 - 11-50 pitches	NB	162.00	140.42	145.00	3.26%
	Band 3 - 51-99 pitches	NB	225.00	185.46	191.00	2.99%
	Band 4 - 100-199 pitches	NB	271.00	230.01	237.00	3.04%
	Band 5 - 200+ pitches	NB	336.00	281.99	290.00	2.84%
<b>Homelessness</b>						
Copy of File		VT	10.00	10.00	10.00	0.00%

<b>Private Sector Housing</b>						
Charge for service of enforcement notices Housing Act 2004 (per notice)	Incorporating improvement notices, prohibition orders, emergency remedial action, emergency prohibition orders, demolition orders	NB	300.00 per notice	300.00	309.00	3.00%
Charge to carry out inspections in respect of a UK entry application		NB	120.00	120.00	124.00	3.33%
Making a prohibition notice (Housing Act 2004 sec 20 or 21)	Discretion regarding matters relating to over-crowding, but other issues which require a notice to be charged at £300	NB	320.00	340.00	350.00	2.94%
Charge for making an emergency prohibition order - Housing Act 2004		NB	213.00	226.00	233.00	3.10%
Charge for undertaking emergency remedial action (Housing Act 2004)	Charge between £100 - £500, depending on the extent of emergency works carried out	VT	100 - 500	100 - 500	100 - 500	N/A
Penalty Charge notices - the smoke and carbon monoxide alarm regulations 2015	First Offence £5,000, an early payment will attract a discount of 50% making it £2,500	NB	2,500.00	2,500.00	2,575.00	3.00%
	For subsequent offences the penalty will be £5,000 to deter continued non-compliance. No early payment discount would apply	NB	5,000.00	5,000.00	5,150.00	3.00%
House in Multiple Occupation Licence Fee	Five Year Licence - 1st property	NB	563.71	563.71	581.00	3.07%
	Five Year Licence - subsequent properties	NB	365.00	563.71	581.00	3.07%
<b>ABC Lettings</b>						
Management charge	Agreed with landlord	VT	10% -12.5%	10% -12.5%	10% -12.5%	0.00%
Landlords one-off set up fee		VT	250.00	250.00	258.00	3.07%
Repairs Service		VT	Cost +10%	Cost +10%	Cost +10%	0.00%

**Notes**

\* The charge is worked out retrospectively on an annual basis and covers costs such as officer time, petrol, paper etc. Therefore the cost fluctuates yearly

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**DISCRETIONARY & STATUTORY FEES 2021/22**

**Other Charges**

Item	Description/Comments	VAT Indicator	Charge 2019/20 £	Charge 2020/21 £	Proposed Charge 2021/22 £	Increase / Decrease on 2020/21 %
<b>Council Tax Collection</b>						
Court costs	Summons costs	NB	60.00	60.00	60.00	0.00%
	Liability orders	NB	65.00	65.00	65.00	0.00%
<b>Business Rates</b>						
Court costs	Liability orders	NB	180.00	180.00	180.00	0.00%

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**DISCRETIONARY & STATUTORY FEES 2021/22**

**Other Charges**

Item	Description/Comments	VAT Indicator	Charge 2019/20 £	Charge 2020/21 £	Proposed Charge 2021/22 £	Increase / Decrease on 2020/21 %
<b>Land Charges</b>						
Standard Search Fee	Domestic Properties	NB	Cost Recovery			
	Non-Domestic Properties	NB	Cost Recovery			
Extra Questions		NB	Cost Recovery			
	<i>NB All Land Charges Fees are to be set at on full cost recovery Basis - these need to be reviewed periodically throughout the year to ensure that this is achieved.</i>					
<b>Street Administration</b>						
Street Naming and numbering	1 Unit	NB	53.00	55.00	57.00	3.64%
	2-10 units	NB	44.00	45.00	46.00	2.22%
	Over 10 units	NB	40.00	41.00	42.00	2.44%
New Street Name		NB	128.00	132.00	136.00	3.03%
Rename Existing Street		NB	273.00	281.00	289.00	2.85%
Address Change	per property	NB	53.00	55.00	57.00	3.64%
<b>Building Control</b>						
Discretionary Works	Including Party Wall surveying, Fire Risk assessments, Access audits, SBEM, SAP ratings and other surveying activities	VT	Cost Recovery			
Exempt Letters		VT	42.00	43.00	44.00	2.33%

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## DISCRETIONARY &amp; STATUTORY FEES 2021/22

## Charge for the Port Health Services Border Control Post Sevington

Item	Description/Comments	VAT Indicator	Charge 2020/21 £	Proposed Charge 2021/22 £	Increase / Decrease on 2020/21 %
Common Veterinary Entry Document (CVED) -Products of Animal Origin	<b>All Products</b>				
	Up to 6 tonnes	NB	0.00	52.12	100.00%
	7-45 tonnes (cost per tonnes)	NB	0.00	8.53	100.00%
	46 tonnes and over	NB	0.00	397.87	100.00%
	<b>All Products from New Zealand</b>				
	Up to 6 tonnes	NB	0.00	40.39	100.00%
	7-45 tonnes (cost per tonnes)	NB	0.00	6.60	100.00%
	46 tonnes and over	NB	0.00	308.84	100.00%
	<b>Bulk fishery products and feed of animal origin or by-products</b>				
	Up to 500 tonnes	NB	0.00	568.40	100.00%
	Up to 1,000 tonnes	NB	0.00	1,136.79	100.00%
	Up to 2,000 tonnes	NB	0.00	2,273.59	100.00%
	More than 2,000 tonnes	NB	0.00	3,410.36	100.00%
	<b>Intensified Official Controls, Enhanced Checks (i.e Brazil meat) and Protective Measures</b>				
	Risk category II products (30%)	NB	0.00	60.96	100.00%
	Risk category III products (15%)	NB	0.00	74.02	100.00%
	Risk category IV products (5%)	NB	0.00	82.72	100.00%
	Risk category V products (1%)	NB	0.00	86.20	100.00%
	If sampled	NB			
	Admin Fee	NB	0.00	87.08	100.00%
	Lab Fee - Assigned by Lab	NB			
	<b>Transits through the community</b>				
	Minimum Fee	NB	0.00	87.08	100.00%
Per additional quarter hour	NB	0.00	21.76	100.00%	
<b>Admin for CVED's not presented on IPASS</b>					
Per CVED entered	NB	0.00	10.30	100.00%	
Photocopy document	NB	0.00	1.03	100.00%	
<b>Late notification fee</b>					
Per CVED not submitted before the arrival of the cargo	NB	0.00	86.52	100.00%	
<b>Non compliance charge</b>					
Per rejected consignment	NB	0.00	126.89	100.00%	

**DISCRETIONARY & STATUTORY FEES 2021/22**

**Charge for the Port Health Services Border Control Post Sevington**

<b>Item</b>	<b>Description/Comments</b>	<b>VAT Indicator</b>	<b>Charge 2020/21 £</b>	<b>Proposed Charge 2021/22 £</b>	<b>Increase / Decrease on 2020/21 %</b>
<b>Common Entry Document (CED) - High Risk Non Animal Origin</b>	Documentary check	NB	0.00	55.72	100.00%
	Sampling less than 10 sub-samples	NB	0.00	85.45	100.00%
	Sampling 10-59 sub-samples	NB	0.00	107.21	100.00%
	Sampling 60 or more sub-samples	NB	0.00	150.76	100.00%
	Non - compliance charge	NB	0.00	126.89	100.00%
	supervisory fee for disposals	NB	0.00	174.15	100.00%
	Late notification fee	NB	0.00	86.52	100.00%
	Analysts fee - assigned by Lab	NB			
<b>Radiation - Japanese Control Measures</b>	Products of Animal Origin	NB	0.00	208.06	100.00%
	Non animal origin	NB	0.00	55.72	100.00%
	<b>Sampled non-animal origin</b>	NB			100.00%
	Identity and sampling	NB	0.00	85.45	100.00%
	Analysis - assigned by Lab	NB			100.00%
	Non compliance	NB	0.00	126.89	100.00%
	Supervisory Fee for Disposal	NB	0.00	174.15	100.00%
	Late notification fee	NB	0.00	86.52	100.00%
<b>Guar Gum from India</b>	Documentary check (CED)	NB	0.00	55.72	100.00%
	Sampling analysis	NB	0.00	85.45	100.00%
	Analytical cost - Assigned by lab	NB	0.00		100.00%
	Non-compliance	NB	0.00	126.89	100.00%
	Supervisory fee for disposal	NB	0.00	174.15	100.00%
	Late notification fee	NB	0.00	86.52	100.00%
<b>Plastic Kitchenware - China and Hong Kong control measures</b>	6-10 Certificates	NB	0.00	64.22	100.00%
	11-20 Certificates	NB	0.00	89.01	100.00%
	21+ Certificates	NB	0.00	113.79	100.00%
	Identy, Physical Check and Sampling	NB	0.00	68.72	100.00%
	Analytical cost - Assigned by Lab	NB			
	Confirmatory test for nylon - Assigned by Lab	NB			
	Non - compliance	NB	0.00	126.89	100.00%
	Late notification fee	NB	0.00	86.52	100.00%

**DISCRETIONARY & STATUTORY FEES 2021/22**

**Charge for the Port Health Services Border Control Post Sevington**

<b>Item</b>	<b>Description/Comments</b>	<b>VAT Indicator</b>	<b>Charge 2020/21 £</b>	<b>Proposed Charge 2021/22 £</b>	<b>Increase / Decrease on 2020/21 %</b>	
<b>Illegal, Unreported and Unregulated Fishing (IUU)</b> Ashford Port Health uses a per consignment basis for its charges. Where multiple catch certificates are submitted for the same consignment which include high and low risk country certificates, the higher risk charge is applied		NB		<b>High Risk</b>	100.00%	
	1-5			45.06		
	6-10	NB		67.60	100.00%	
	11-20	NB		78.87	100.00%	
	21+	NB		90.14	100.00%	
					<b>Low Risk</b>	
	1-5	NB		22.54	100.00%	
	6-10	NB		39.43	100.00%	
	11-20	NB		50.70	100.00%	
	21+	NB		61.96	100.00%	
	Formal Verification/Movement Control Notice	NB	0.00	87.08	100.00%	
	Per quarter hour	NB	0.00	21.76	100.00%	
	Non-compliance	NB	0.00	126.89	100.00%	
	Late notification fee	NB	0.00	86.52	100.00%	
<b>Organic Import Controls</b>	Current national flat rate	NB	0.00	55.62	100.00%	
	Late notification fee	NB	0.00	86.52	100.00%	
	Movement control	NB	0.00	126.89	100.00%	
	Non compliance charge	NB	0.00	126.89	100.00%	
<b>Genetically Modified (GN) Controls in rice and Rice Products from China</b>	Documentary Check	NB	0.00	55.72	100.00%	
	Identity checks, physical check and sampling	NB	0.00	85.45	100.00%	
	Analyst Fee					
	Full sample (raw material) - Assigned by lab					
	Reduced sample (processed product) - Assigned by lab					
	Non-compliance	NB	0.00	126.89	100.00%	
Supervisory fee for disposal	NB	0.00	174.15	100.00%		

**DISCRETIONARY & STATUTORY FEES 2021/22**

**Charge for the Port Health Services Border Control Post Sevington**

Item	Description/Comments	VAT Indicator	Charge 2020/21 £	Proposed Charge 2021/22 £	Increase / Decrease on 2020/21 %
<b>Other Charges</b>	Disposal collection fee				
	Up to 0.9 tonnes in 3.5T Lorry	NB	0.00	236.32	100.00%
	Up to 1.5 tonnes in 7.5T Lorry	NB	0.00	236.32	100.00%
	Up to 10 tonnes in 18T Lorry	NB	0.00	287.83	100.00%
	Up to 20 tonnes in artic	NB	0.00	386.25	100.00%
	Refund of PHILIS deposit	NB	0.00	28.00	100.00%
	Disposal by incineration NOA per kg	NB	0.00	0.26	100.00%
	Disposal by incineration POAO per kg	NB	0.00	0.35	100.00%
	Staff hourly rate	NB	0.00	87.08	100.00%
	Certificate of destruction	NB	0.00	25.75	100.00%
	Non compliance charge for all products without an official import declaration	NB	0.00	126.89	100.00%

**VAT Indicator:**

**NB = Non Business no VAT**

**EX = Exempt from VAT**

**VT = Exclusive of VAT**